



Inspectie van het Onderwijs  
Ministerie van Onderwijs, Cultuur en  
Wetenschap

> Retouradres Postbus 2730 3500 GS Utrecht

Nyenrode Business Universiteit  
College van Bestuur

5.1.2.e

Aan: 5.1.2.e

Cc: 5.1.2.e

**Locatie Utrecht**

St.-Jacobsstraat 200  
Postbus 2730  
3500 GS Utrecht

T 088 669 6060

www.onderwijsinspectie.nl

**Contact**

5.1.2.e

Inspecteur HO

5.1.2.e

@owinsp.nl

**Onze referentie**

Datum 6 oktober 2022

Betreft Mogelijke overtreding Wet bescherming namen en graden

Geachte 5.1.2.e

Met de invoering van de wet in 2017 is de Wet op het Hoger Onderwijs en Wetenschappelijk onderzoek (WHW) aangepast. Het verlenen van graden is in Nederland alleen mogelijk op basis van een accreditatie door de Nederlands-Vlaamse Accreditatie Organisatie (NVAO) of op basis van een buitenlandse wettelijke regeling. Doel van deze aanpassing is het tegengaan van misleiding van (aspirant-)studenten en werkgevers en het borgen van het aanzien van het hoger onderwijs in Nederland. De inspectie houdt toezicht op het correcte gebruik van de namen 'universiteit' en 'hogeschool' en het verlenen van graden in Nederland. Meer informatie hierover kunt u vinden op de [website van de inspectie](#).

Zoals besproken in het bestuursgesprek in het voorjaar van 2021 wil de inspectie graag een gesprek voeren met Nyenrode Business Universiteit over haar MBA-opleidingen. Op de website van Nyenrode wordt aangegeven dat deze MBA's geaccrediteerd zijn door de Association of MBA's (AMBA) en EQUIS. Na het bekijken van uw website is het voor de inspectie onvoldoende duidelijk wat de grondslag is voor het verlenen van de graad voor de MBA-opleidingen. In een telefonisch overleg op 5 oktober 2022, heeft 5.1.2.e aangegeven dat 5.1.2.e en 5.1.2.e de geëigende gesprekspartners zijn voor dit gesprek. Daarom wil de inspectie hen graag uitnodigen voor een gesprek.

Wij willen u vragen om voor het inplannen van een digitale afspraak contact op te nemen met 5.1.2.e via 5.1.2.e@owinsp.nl. Daarnaast hebben we nog een aanvullende vraag over de relatie tussen de Engelstalige (Pre-)Master of Science in Accountancy en de Nederlandstalige (Pre-)Master of Science in Accountancy die in het CROHO staat opgenomen en die beide op de website van Nyenrode worden genoemd.

Met vriendelijke groet,

5.1.2.e, inspecteur hoger onderwijs

From: 5.12e  
Sent Date: Thu Oct 13 17:15:59 2022  
To: 5.12e  
CC:  
Subject: FW: [EXT]: Brief Inspectie van het Onderwijs  
Attachments: 20221013 Brief aan Inspectie van het Onderwijs.pdf(132KB)  
Bericht!

Van: 5.12e @owinsp.nl&gt; Namens 5.12e  
Verzonden: donderdag 13 oktober 2022 16:45  
Aan: 5.12e @owinsp.nl&gt;  
Onderwerp: FW: [EXT]: Brief Inspectie van het Onderwijs

Ter info

Van: 5.12e @nyenrode.nl&gt;  
Verzonden: donderdag 13 oktober 2022 15:33  
Aan: 5.12e @owinsp.nl&gt;  
CC: 5.12e @nyenrode.nl&gt;; 5.12e @nyenrode.nl&gt;; 5.12e @nyenrode.nl&gt;  
Onderwerp: RE: [EXT]: Brief Inspectie van het Onderwijs

Geachte mevrouw 5.12e

Naar aanleiding van uw brief dd. 6 oktober bijgaand ons antwoord met enkele data voor een digitale afspraak. U kunt de uitnodigingen naar onze e-malladressen sturen.

Met vriendelijke groet,

5.12e  
5.12e  
Nyenrode

From: 5.12e @owinsp.nl&gt; On Behalf Of 5.12e  
Sent: maandag 10 oktober 2022 12:08  
To: 5.12e @nyenrode.nl&gt;  
Cc: 5.12e @nyenrode.nl&gt;; 5.12e @nyenrode.nl&gt;  
Subject: [EXT]: Brief Inspectie van het Onderwijs

Some people who received this message don't often get email from 5.12e @owinsp.nl. Learn why this is important

Geachte 5.12e

Bijgevoegd vindt u een brief van de Inspectie van het Onderwijs betreffende een mogelijke overtreding van de Wet bescherming Namen en Graden (WNG) door Nyenrode Business Universiteit. Voor verdere informatie verwijst ik u naar de inhoud van de bijgevoegde brief.

Met vriendelijke groet,

5.12e

Inspectie van het Onderwijs  
Inspecteur Hoger Onderwijs

5.1.2e

Locatie Utrecht

5.1.2e

@owinsp.nl

Universiteit Nyenrode B.V.  
Breukelen

5.1.2e

Direct telefoonnummer. : +31 5.1.2e

E-mail: 5.1.2e@nyenrode.nl

Betreft: Wet bescherming namen en graden/uw referentie: [REDACTED]

Datum: 13 oktober 2022

Geachte

5.1.2e

Onlangs ontvingen wij uw brief dd. 6 oktober 2022 waarin u vraagt om het inplannen van een digitaal gesprek. Dit naar aanleiding van vragen van de inspectie over de MBA-opleidingen van Nyenrode.

Naast 5.1.2e en 5.1.2e  
5.1.2e zou van onze kant ook graag 5.1.2e deelnemen. 5.1.2e  
5.1.2e is sinds 5.1.2e aangetreden bij Nyenrode als 5.1.2e

Wij stellen de volgende twee data voor:

Maandag 31 oktober tussen 10:00 en 14:00 uur.

Vrijdag 4 november tussen 10:00 en 14:00 uur.

Met vriendelijke groet,

5.1.2e

From: [REDACTED]  
Sent Date: Tue Nov 1 16:56:58 2022  
To: [REDACTED]  
CC: [REDACTED]  
Subject: RE: [EXT]: digitale afspraak over MBA-opleidingen van Nyenrode

Geachte [REDACTED]

Dank voor uw bericht. We zien elkaar vrijdag. Naast mij zal [REDACTED] (inspecteur) ook aanstuiten. Ik heb [REDACTED] in de cc meegenomen.

Met vriendelijke groet,

[REDACTED]

Van: [REDACTED]@nyenrode.nl<[REDACTED]>  
Verzonden: dinsdag 1 november 2022 16:49  
Aan: [REDACTED]@owinsp.nl<[REDACTED]>  
CC: [REDACTED]@nyenrode.nl<[REDACTED]>  
Onderwerp: RE: [EXT]: digitale afspraak over MBA-opleidingen van Nyenrode

Geachte [REDACTED]

Vrijdag aanstaande hebben wij een digitale afspraak. Helaas kan [REDACTED] hierbij niet aanwezig zijn. [REDACTED] zijn wel aanwezig. De afspraak kan dus gewoon doorgaan.

Met vriendelijke groet,

[REDACTED]

From: [REDACTED]@owinsp.nl<[REDACTED]>  
Sent: vrijdag 14 oktober 2022 09:26  
To: [REDACTED]@nyenrode.nl<[REDACTED]>  
Cc: [REDACTED]@nyenrode.nl<[REDACTED]>; [REDACTED]@nyenrode.nl<[REDACTED]>  
Subject: [EXT]: digitale afspraak over MBA-opleidingen van Nyenrode

Some people who received this message don't often get email from [REDACTED]@owinsp.nl. Learn why this is important

Geachte [REDACTED]

Dank voor uw snelle reactie op onze brief. Graag plannen we een afspraak met u, [REDACTED] en [REDACTED] in op 4 oktober 2022 van 13 tot 14 uur. Ik zal daarvoor een teamsuitnodiging rondsturen. Vanuit onze kant zijn [REDACTED] (inspecteur) en ikzelf aanwezig bij het gesprek.

Met vriendelijke groet,

[REDACTED]

[REDACTED]

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsstr 3511 BT Utrecht  
200

Postbus 2730 3500 GS Utrecht

M 06 **5.1.2e**

E **5.1.2e** [owinsp.nl](mailto:owinsp.nl)

**5.1.2e**

From: 5.1.2.e  
 Sent Date: Fri Dec 9 17:18:27 2022  
 To: 5.1.2.e  
 CC: 5.1.2.e  
 Subject: RE: bijlage 4

Geachte 5.1.2.e

Bedankt voor uw mails (1 mail met gespreksverslag en daarna 3 mails met in totaal 4 bijlagen). Deze zijn in goede orde ontvangen.

Wij zullen uw mail en bijbehorende bijlagen doornemen en komen daarna met een reactie.

Vriendelijke groeten,

5.1.2.e

Van: 5.1.2.e@nyenrode.nl&gt;

Verzonden: vrijdag 9 december 2022 15:53

Aan: 5.1.2.e@owinsp.nl&gt;; 5.1.2.e@owinsp.nl&gt;

CC: 5.1.2.e@nyenrode.nl&gt;

Onderwerp: bijlage 4

Zie mijn eerdere mails. Bijgaand de vierde en laatste bijlage.

From: 5.1.2.e

Sent: vrijdag 9 december 2022 15:12

To: 5.1.2.e@owinsp.nl; 5.1.2.e@owinsp.nl; 5.1.2.e@owinsp.nl

Cc: 5.1.2.e@owinsp.nl; 5.1.2.e@owinsp.nl; 5.1.2.e@nyenrode.nl&gt;; 5.1.2.e

5.1.2.e@nyenrode.nl&gt;

Subject: FW: [EXT]: gespreksverslag ter controle op feitelijke onjuistheden

Geachte 5.1.2.e

Omdat ik zojuist een foutmelding kreeg na het versturen, probeer ik het nogmaals met twee andere e-mailadressen die mij bekend zijn. Bijgaand onze reactie op het concept gespreksverslag plus vier bijlagen met daarin de gevraagde documenten.

Zou u mij de ontvangst kunnen bevestigen?

Met vriendelijke groet,

5.1.2.e

Nyenrode

From: 5.1.2.e

Sent: vrijdag 9 december 2022 15:04

To: 5.1.2.e@owinsp.nl&gt;

Cc: 5.1.2.e@nyenrode.nl&gt;; 5.1.2.e

5.1.2.e@nyenrode.nl&gt;

Subject: RE: [EXT]: gespreksverslag ter controle op feitelijke onjuistheden

Geachte 5.1.2.e

Bijgaand stuur ik u onze reactie op het concept gespreksverslag plus vier bijlagen met daarin de gevraagde

documenten.

Met vriendelijke groet,

5.1.2e

From: 5.1.2e  
Sent: donderdag 17 november 2022 17:14  
To: 5.1.2e  
Cc: 5.1.2e  
Subject: RE: [EXT]: gespreksverslag ter controle op feitelijke onjuistheden

Geachte 5.1.2e

Graag bevestig ik de ontvangst van het concept gespreksverslag. We zullen zo spoedig mogelijk met een reactie komen en de gevraagde documenten toesturen.

Met vriendelijke groet,

5.1.2e

From: 5.1.2e  
Sent: maandag 14 november 2022 09:17  
To: 5.1.2e  
Cc: 5.1.2e  
Subject: [EXT]: gespreksverslag ter controle op feitelijke onjuistheden

Some people who received this message don't often get email from 5.1.2e

Geachte 5.1.2e

Dank u voor het prettige gesprek dat we 4 november 2022 met elkaar hebben gevoerd. Bij deze treft u het verslag van het gesprek.  
We verzoeken u dit te controleren op feitelijke onjuistheden.

Graag zien we het verslag met uw eventuele aanvulling weer tegemoet.

Hartelijke groeten, mede namens 5.1.2e

5.1.2e



Inspectie van het Onderwijs  
 t.a.v. 5.1.2.e  
 Inspecteur hoger onderwijs  
 5.1.2.e@owinsp.nl

Office of the University Board

Breukelen, 9 december 2022  
 Uw Referentie: [REDACTED]  
 Direct telefoonnummer. : +31 5.1.2.e  
 E-mail: 5.1.2.e@nyenrode.nl  
 Onderwerp: reactie gespreksverslag

Geachte 5.1.2.e

Hartelijk dank voor het gespreksverslag van het overleg van 4 november jl. Bij het gesprek hebben wij afgesproken dat wij u nog aanvullende documentatie zouden toesturen, deze treft u aan in de bijlagen. Graag delen wij met u enkele opmerkingen bij het verslag en geven wij nog een nadere toelichting op de documenten en onze accreditaties.

#### **Opmerkingen n.a.v. het gespreksverslag van 4 november 2022**

Voor wat betreft het verslag hebben wij op basis van onze eigen aantekeningen de volgende aanvullingen in cursief en onderstreept.

Paragraaf 1. MBA's, eerste alinea:

"5.1.2.e geven aan dat MBA-afgestudeerden van Nyenrode Business Universiteit (verder Nyenrode) een certificaat ontvangen, dus geen getuigschrift op basis van de WHW. Zij zien dit niet als een master op basis van de WHW. Studenten ontvangen bij afstuderen geen mastertitel, ~~maar de titel 'MBA'.~~"

Ons voorstel zou zijn uit de laatste alinea de zinsnede "maar de titel 'MBA'" te schrappen, omdat studenten een getuigschrift ontvangen dat zij de MBA hebben afgerond die voldoet aan de internationale accreditaties van AMBA en EQUIS. Het verlenen van titels op grond van de WHW is in het MBA-traject wat dat betreft niet aan de orde.

Paragraaf 1. MBA's, tweede alinea

"De MBA programma's zijn geaccrediteerd door de AMBA en EQUIS en staan daardoor internationaal hoog aangeschreven. De AMBA en EQUIS zijn intensieve en veeleisende accreditatietrajecten. Deze accreditaties zijn wat hen betreft een soort branchekeurmerk, zijn wel in een (buiten)land gevestigd, maar vertegenwoordigen geen buitenlandse wet, tenzij de wet hiertoe wel aanknopingspunten biedt. **5.1.2.e** en **5.1.2.e** geven aan de wet op dit punt namelijk niet duidelijk te vinden.

Paragraaf 1. MBA's, derde alinea

"Er wordt gevraagd wat de BWR precies inhoudt. De Inspectie geeft aan dat de BWR niet is gespecificeerd in de wet. Met een buitenlandse accreditatie zoals AMBA en EQUIS is er mogelijk wel een link met een buitenlandse wettelijke regeling. Vandaar dat de Inspectie vanuit onderstaande 3 kenbaarheidseisen toezicht houdt (zie evt. website Onderwijsinspectie): [...]"

Verder merken we op dat tijdens het gesprek is besproken dat het in elk geval mogelijk is om een MBA-certificaat te verlenen, waarbij wordt aangegeven dat het geen WHW-master is. Graag willen we u verzoeken dit nog in het verslag te vermelden.

### Diploma's en supplementen

U heeft ons verzocht om een overzicht van het aantal studenten dat momenteel een van onze MBA-opleidingen volgt. Dat overzicht treft u hieronder aan.

MBA	Aantal studenten per 1 november 2022
Executive MBA	<b>512</b>
Fulltime MBA	<b>512</b>
Modulair Executive MBA bestaat uit drie tracks: 1. Business & IT 2. Business and Sustainable Transitions (voorheen Food&Finance/Food & Innovation genaamd) 3. Public & Private	<b>512</b> binnen de Modulaire MBA, van wie <b>512</b> hebben aangegeven een hele MBA te willen afronden.

Verder heeft u ons verzocht om een geanonimiseerd certificaat met bijbehorend supplement van één van de door ons aangeboden MBA's, of – indien de certificaten/supplementen per MBA verschillen – de verschillende certificaten/supplementen.

De verschillende certificaten en supplementen treft u aan als bijlage 1 t/m 4. Hieronder volgt per bijlage een korte toelichting:

**bijlage 1** – Certificaat van de Executive MBA. De inhoud van dit certificaat is gelijk aan de certificaten van de andere vier MBA's die Nyenrode aanbiedt.

**bijlage 2** - Supplement bij de Executive MBA. Dit supplement is hetzelfde als het supplement van de Fulltime MBA en de Modulair Executive MBA in Business and Sustainable Transitions.

**bijlage 3** – Supplement bij de MBA Modulair Executive MBA in Public en Private. Dit supplement is het zelfde als het supplement bij de MBA Modulair Executive in Business and IT. Dit supplement wijkt iets af van het supplement in bijlage 2. In artikel 5.1. staat namelijk dat de opleiding de mogelijkheid biedt om een *Phd study* te volgen in plaats van *further studies*. Dit is natuurlijk niet juist. Wij hebben dit in het verleden wel juist vermeld in de andere supplementen, maar hier is het blijkbaar over het hoofd gezien. Wij passen dit onmiddellijk aan.

**bijlage 4** - deelcertificaat individuele deelnemers van een module uit de Modulair Executive MBA – dit certificaat ontvangen deelnemers die succesvol aan een van de modules hebben deelgenomen.

Wij hebben de certificaten en supplementen inmiddels ook intern geëvalueerd. Een van de zaken die ons daarbij opviel is dat deze documenten uitgebreide informatie geven over Business Universiteit Nyenrode en het gehele onderwijsaanbod van Nyenrode. Zo worden er in de supplementen bij de MBA ook generieke beschrijvingen gegeven die betrekking hebben op de bachelor en master en vice versa. Overigens zijn de MBA-opleiding en de universitaire masters bij Nyenrode binnen Nyenrode duidelijk gescheiden trajecten, zodat de kans op verwarring bij deelnemers klein is. Wij zijn niettemin tot de conclusie gekomen dat de diploma's en supplementen voor de master en de MBA beter zouden kunnen worden toegespitst op de specifieke opleiding, waarbij dan ook de terminologie wordt herzien. Het College van Bestuur heeft opdracht gegeven om de diploma's supplementen in die zin aan te passen en de supplementen in de bijlagen met onmiddellijke ingang niet meer te gebruiken.

### Accreditaties

Nyenrode biedt al sinds 1982 MBA-opleidingen aan en is hiermee de oudste MBA-aanbieder van Nederland. Nyenrode heeft geïnvesteerd in het ontwikkelen van haar MBA-onderwijsprogramma en daarmee een positie bij de beste MBA-opleidingen ter wereld verworven. De MBA van Nyenrode heeft een herkenbaar eigen profiel en biedt vaardigheden en kennis die niet zonder meer in iedere andere business-georiënteerde opleiding zijn terug te vinden. Dit zou reden zijn om de bijzondere signatuur van de MBA-opleiding apart wettelijke bescherming te geven, hiervoor is in het verleden al gepleit, niet alleen door Nyenrode. Op dit moment geven met name de internationale accreditaties (inter)nationaal een kwaliteitsgarantie. Zou het echter zo zijn dat deze accreditaties niet toereikend blijken voor het MBA-aanbod zoals wij dat in stand willen houden, dan zullen wij sterk overwegen om voor de MBA-opleiding de NVAO-accreditering in gang te zetten. Een dergelijk traject achten wij ook

kansrijk, omdat het programma inhoudelijk niet onderdoet voor NVAO-geaccrediteerde opleidingen. Als universiteit heeft Nyenrode ook ruime ervaring met accreditatietrajecten en het aanbieden van NVAO-geaccrediteerde opleidingen.

**Vervolggesprek**

Over bovengenoemde onderwerpen gaan wij graag op korte termijn nog een keer met u in gesprek. Wij willen als universiteit en business-school zoveel mogelijk bijdragen aan heldere kaders voor iedereen die bij ons een opleiding volgt. De input van de Inspectie is daarbij zeer welkom.

Met vriendelijke groet,

Namens het College van Bestuur

**5.1.2.e**

**Bijlagen:**

Bijlage 1 Certificaat van de Executive MBA

Bijlage 2 Supplement bij Executive MBA

Bijlage 3 Supplement bij de MBA Modulair Executive MBA in Public en Private.

Bijlage 4 deelcertificaat individuele deelnemers van een module uit de Modulair Executive MBA



NYENRODE  
BUSINESS UNIVERSITEIT

6a.

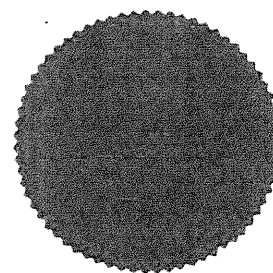
THE RECTOR MAGNIFICUS AND THE CHAIR OF THE  
EXAM COMMITTEE OF THE NYENRODE BUSINESS UNIVERSITEIT  
have conferred upon



born on the [REDACTED]

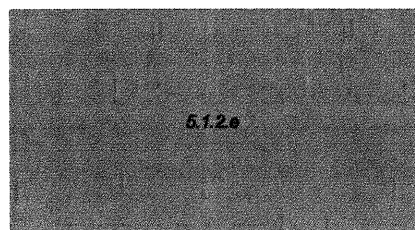
the degree of

MASTER OF BUSINESS ADMINISTRATION



with all the honors, rights and privileges pertaining thereto.

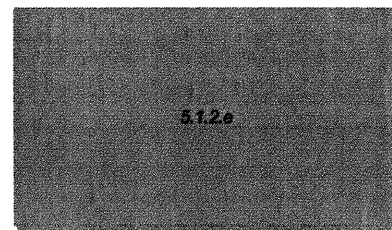
Given under the seal of the Nyenrode Business Universiteit, Breukelen,  
the Netherlands, on the 4<sup>th</sup> day of November 2021.



5.1.2.e

5.1.2.e

Rector Magnificus



5.1.2.e

5.1.2.e

Chair Exam Committee  
General Management



# International Diploma Supplement

Executive MBA



## INTERNATIONAL DIPLOMA SUPPLEMENT Executive MBA

This Diploma Supplement model was developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgments, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

- 1.1 Full name [REDACTED]  
1.2 Date of birth [REDACTED]  
1.3 Student identification number or code [REDACTED]

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

- 2.1 Name of qualification Executive MBA  
Title conferred MBA  
2.2 Main field(s) of study for the qualification Business Administration  
2.3 Name and status of awarding institution Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).  
2.4 Name and status of institution administering studies Refer to 2.3 above  
2.5 Language(s) of instruction/ examination English

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

- 3.1 Level of qualification Master's degree; second-cycle National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.  
3.2 Official length of program 21 months, 80 ECTS credits.  
3.3 Access requirement(s) Bachelor's degree or equivalent, minimum of 5 years' work experience, LTP/GMAT/GRE test, English proficiency test, successful interview.

### 4 INFORMATION ON THE CONTENTS AND RESULTS GAINED

- 4.1 Mode of study Parttime  
4.2 Program requirements Refer to Annex 1  
4.3 Program details and the individual grades/marks/credits obtained Refer to Annex 4

#### 4.4 Grading scheme and, if available, grade distribution guidance

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given. Nyenrode Business Universiteit uses a scale of 0 to 10 in which 10 is the highest possible score.

The grades for completed courses are expressed in whole numbers, except for the Final Project. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6).

(For more details on Final Project grading: refer to the Final Project Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Final Project a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Final Project, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Final Project are outlined in the Final Project Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9.5	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course, and converted to a 4.0 scale using the table above.

#### **Degree**

A degree is granted for a completed Master's program when all examinations are passed.

#### **Cum Laude**

In order to graduate with distinction (cum laude), the student has to meet the following criteria:

- 1) pass all courses at the first attempt, achieving a minimum of 7.00 before rounding. If the first attempt resulted in a 7.00 or higher the student is allowed, within the cum laude framework, to attempt to achieve a higher grade (see art. 11.13);
- 2) a final grade for the Final Project of at least 8.00 before rounding;
- 3) a weighted average overall grade of at least 8.00 before rounding in all courses of the

program

Results that are not expressed in numbers are not taken into account when calculating the cum laude (the judicium). If a student has been found guilty of academic misconduct the possibility to graduate cum laude is no longer applicable. The Exam Committee is notified of all cum laude judicia.

- |     |   |           |
|-----|---|-----------|
| 4.5 | Overall classification of the qualification | Graduated |
|-----|---|-----------|

## **5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

- |     |                         |   |
|-----|-------------------------|---|
| 5.1 | Access to further study | Eligible to pursue further studies.                       |
| 5.2 | Professional status     | Qualified for a profession related to the field of study. |

## **6 ADDITIONAL INFORMATION**

- |     |                             |   |
|-----|-----------------------------|---|
| 6.1 | Additional information      | The program was accredited by the Association of MBAs (AMBA) on November 10, 2016. International modules in China and South Africa.                             |
| 6.2 | Further information sources | Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2. |

## **7 CERTIFICATION OF THE SUPPLEMENT**

Refer to Annex 4.

## **8 INFORMATION ON THE NATIONAL HIGHER EDUCATION SYSTEM**

Refer to Annex 3.

## **Annex 1 - Curriculum**

### **Program profile**

The Executive MBA program (EMBA) is delivered in less than 2 years and consists of a series of intensive, one or two-week modules, following a timetable of spring-summer-fall twice over, leading to the award of a Master of Business Administration degree. The program's mission is to accelerate the professional and personal growth of our students and to enhance their career. The program provides students with the skills they need to become entrepreneurial managers with the ability to lead in any environment. It aims to develop managers who empower, motivate and inspire colleagues, while building and maintaining a network within and outside any organization. Students develop the skills that allow them to identify and solve potential problems. These skills will be directly applicable to their organization, ensuring that their study does not delay their career but enhances it.

The content is divided across a series of modules and encompasses all disciplines of business administration: Strategy with an emphasis on digital transformation and disruptive technologies, Accounting, Finance, Marketing, HRM, and Operations. A distinctive feature of the Nyenrode EMBA is the strong emphasis placed on Leadership, Entrepreneurship and Stewardship throughout the program. In each module of the program, the coursework is divided into three phases:

- Pre-module preparation: students are expected to study relevant theories and work on pre-course assignments in their own time.
- On-campus modules: these modules typically commence with an exam to assess the self-study preparation. During the modules, students analyze business case studies in small teams, take part in simulations, engage in presentations and discussions, and interact with guest speakers. Sessions are geared towards interaction, overcoming obstacles and weaknesses and gaining insight. In short, all learning activities that students are unable to undertake alone, take place during the modules.
- Post-module work: courses typically conclude with post-course assignments and occasionally an exam at the start of the next module. A typical course in the EMBA program has around 21 contact hours and 70 study hours.

The EMBA program has introduced a Career and Personal Leadership Development Journey, which has been incorporated into the curriculum. Leadership is an important aspect of the program, and requires students to first understand their own personal leadership style. Through a series of reflective essays that highlight areas of the core curriculum, students are asked to examine their own behavior in relation to the topic at hand (for example, their own innovative behavior). This is supported by regular group sessions to help students reflect and examine themselves. The added benefit is it trains students to be able to coach others, and they acquire a variety of interpersonal skills.

The program also pays attention to social responsibility. The program includes a course on Business Ethics and Corporate Governance and Sustainability in Business, and in several courses (e.g. Entrepreneurship) attention is paid to topics such as sustainable business and social venturing. Students are encouraged to embark on a social responsibility project as a class before they participate in the module in South Africa.

### **Learning outcomes**

The intended learning outcomes of the EMBA are:

- To enhance and develop previous relevant experience in business and management.
- To prepare participants for leadership and transformational roles in business.
- To develop strategic thinking, innovation and entrepreneurial skills.
- To develop an understanding and provide experience of global business issues.
- To develop the ability to apply previous and newly acquired knowledge and experience to complex business issues in a range of contexts.
- To develop knowledge, at an advanced level, of organizations, their management and the environment in which they operate.
- To develop interpersonal and group-working skills.



- To encourage lifelong learning and personal development.

These overall ILOs are translated by faculty into specific ILOs for each course of the EMBA. The ILOs are described in the course outlines, which are communicated to participants and staff before the start of each course.

Without exception, all of the courses must be completed in order for students to be awarded the title Master of Business Administration.

## **Annex 2 - Additional information about the institution**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. As of 1992 we ceased to receive government funding, making Nyenrode the only private university in the Netherlands. Its full university status means that Nyenrode can award officially recognized doctoral degrees as well as Bachelor's and Master's degrees upon the successful completion of programs accredited by the Dutch authorities (NVAO). Although parts of the Dutch Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek, WHW), which regulates government-funded programs, also apply to the programs offered by Nyenrode, the university is free to set its own rules regarding, for example, the selection of students, program management and student participation in university governing bodies.

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. Our MBAs are accredited by the Association of MBAs (AMBA). Our accountancy programs comply with standards set by the Commissie Eindtermen Accountantsopleiding (CEA) and the Executive Master programs for Chartered Controller (also known as Executive Master of Finance & Control, EMFC) comply with quality standards set by the Vereniging van Registercontrollers (or VRC), the Dutch Association of Chartered Controllers. All Nyenrode faculty members have a PhD degree or are working on their doctoral thesis.

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

## **Annex 3 - Higher education system in the Netherlands**

Higher education in the Netherlands is organised around a 3-cycle degree system, consisting of bachelor's, master's and PhD degrees. Two types of higher education programmes are offered: research-oriented degree programmes offered primarily by research universities, and professional higher education programmes offered primarily by universities of applied sciences.

### **Primary and secondary education**

#### **Access to higher education**

Children are allowed to begin school at the age of 4, but are not legally required to do so until the age of 5. Primary education lasts 8 years (of which 7 are compulsory). During their last year, pupils are advised on the type of secondary education they should pursue.

Secondary education, which begins at the age of 12 and is compulsory until the age of 16, is offered in various forms and at different levels. Vmbo programmes (4 years) combine general and vocational education and prepare pupils to go on to senior secondary vocational education and training (mbo), lasting 1 to 4 years. There are 2 types of general education that grant admission to higher education: havo (5 years) and vwo (6 years). Pupils are enrolled according to their ability. The last 2 years of havo and the last 3 years of vwo are referred to as the '2nd phase' (2e fase), or upper secondary education. During these years, pupils focus on 1 of 4 subject clusters (profielen), each of which emphasises a certain field of study in addition to satisfying the general education requirements. Each cluster is designed to prepare pupils for study at the tertiary level. A pupil enrolled at a vwo or havo school can choose from the following subject clusters:

1. Science and Technology (Natuur en Techniek)
2. Science and Health (Natuur en Gezondheid)
3. Economics and Society (Economie en Maatschappij)
4. Culture and Society (Cultuur en Maatschappij)

Only the 6-year vwo diploma grants access to bachelor's programmes at research universities; the vwo diploma, havo diploma and the highest level of mbo grant access to bachelor's programmes at universities of applied sciences.

### **Higher education**

Higher education in the Netherlands is offered at 2 types of institutions: research universities and universities of applied sciences. Research universities include general universities, universities specialising in engineering and agriculture, and the Open University. Universities of applied sciences include general institutions as well as institutions specialising in a specific field such as agriculture, fine and performing arts or teacher training.

Whereas research universities are primarily responsible for offering research-oriented programmes, universities of applied sciences are primarily responsible for offering programmes of higher professional education, which prepare students for specific professions. These tend to be more practice oriented than programmes offered by research universities.

In this binary, 3-cycle system, bachelor's, master's and PhD degrees are awarded. Short cycle higher education leading to the associate's degree is offered by universities of applied sciences. Degree programmes and periods of study are quantified in terms of the ECTS credit system.

The focus of degree programmes determines both the number of credits required to complete the programme and the degree which is awarded. A research-oriented bachelor's programme requires the completion of 180 credits (3 years) and graduates obtain the degree Bachelor of Arts, Bachelor of Science, or Bachelor of Law (BA/BSc/LLB), depending on the discipline. In most cases, a bachelor's degree awarded in the applied arts and sciences requires 240 credits (4 years), to complete. The majority of students obtain a BA/BSc/or LLB degree, but those graduating from programmes in business administration, social work, education and music may obtain a

BBA/BSW/BEd or BM, respectively. An increasing number of universities of applied sciences are offering 3-year bachelor's degree programmes for students with a vwo diploma. These programmes are both intensive and challenging, enabling students to complete a bachelor's programme in the applied arts and sciences after completion of 180 credits. An associate's degree (Ad) in the applied arts and sciences requires 120 credits (2 years). The Ad can be taken either as a terminal degree, after which graduates can seek employment, or students who complete the 2-year programme can continue studying for a bachelor's degree in the applied arts and sciences.

A research-oriented master's programme requires the completion of 60, 90 or 120 credits (1, 1.5 or 2 years). In engineering, agriculture, and mathematics and the natural sciences, 120 credits are always required. Graduates obtain a Master of Arts, Master of Science, or Master of Laws (MA/MSc/LLM). A master's degree awarded in the applied arts and sciences requires the completion of 60 to 120 credits. The majority of students obtain an MA/MSc/or LLM degree, but those graduating from programmes in business administration, social work, education and music may obtain an MBA/MSW/MEd or MM, respectively.

The 3rd cycle of higher education, leading to a PhD or to a Professional Doctorate in Engineering (PDEng), is offered only by research universities. The major requirement for the PhD, which is offered by all research universities, is completion of a dissertation based on original research that is publicly defended. In addition to PhD programmes, the 3 engineering universities offer technological design programmes consisting of advanced study and a personal design assignment in a number of engineering fields. The technical design programme requires 2 years of study to complete and graduates obtain the degree Professional Doctorate in Engineering (PDEng). The training of medical specialists is the responsibility of the professional group in an organisational setting at a university hospital.

### **Requirements for access to higher education**

For access to research-oriented bachelor's programmes, students are required to have a vwo diploma or to have completed the 1st year (60 credits) of a bachelor's programme at a university of applied sciences. For the latter category of students, additional selection criteria may apply. The minimum access requirement to universities of applied sciences is either a vwo diploma, a havo diploma or a diploma of secondary vocational education (mbo), provided certain conditions are met. The vwo diploma not only grants access to universities of applied sciences, but based on this diploma, students may receive exemption from 1 year of study as well. For access to both types of higher education, pupils with a vwo or havo diploma are required to have completed at least 1 of the subject clusters that fulfil the requirements for the higher education programme in question. A *quotum*, or *numerus fixus*, applies for access to certain programmes, primarily in the medical sciences. For *numerus fixus* programmes, institutions are permitted to select the students they admit based on academic performance, personal motivation, etc. Potential students older than 21 years who do not possess one of the qualifications mentioned above can qualify for access to higher education on the basis of an entrance examination and assessment (recognition of prior learning). For access to certain programmes, particularly those in the fine arts, students have to demonstrate the required artistic abilities. The only access requirement for the Open University is that applicants be at least 18 years of age.

For access to all master's programmes, a bachelor's degree in 1 or more specific disciplines is required, in some cases in combination with other requirements. Graduates with a bachelor's degree in the applied arts and sciences usually have to fulfil additional requirements for admission to a research-oriented master's programme.

### **Credit system and grading**

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The grading system used in the Netherlands is on a scale from 1 (very poor) to 10 (outstanding). The lowest passing grade is 6; 9s are seldom given and 10s are extremely rare. Grades 1-3 are hardly ever used. The academic year is 42 weeks long.

## Quality assurance and accreditation

A guaranteed standard of higher education, and alignment with the Qualifications Framework for the European Higher Education Area, is maintained through a system of legal regulation and quality assurance, in the form of accreditation. The Ministry of Education, Culture and Science is responsible for legislation pertaining to education. The agriculture and public health ministries play an important role in monitoring the content of study programmes in their respective fields.

Quality assurance is carried out through a system of accreditation, administered by the Accreditation Organisation of the Netherlands and Flanders (NVAO). According to the Dutch Higher Education Act, all degree programmes offered by research universities and universities of applied sciences must be evaluated according to established criteria. Programmes that meet the criteria are accredited; i.e. recognised for a period of 6 years. Only accredited programmes are eligible for government funding; students receive financial aid and graduate with a recognised degree only when enrolled in, and after having completed, an accredited degree programme. All accredited programmes are listed in the Central Register of Higher Education Study Programmes (CROHO).

As part of the accreditation system, higher education institutions can request the NVAO to conduct an 'institutional quality assessment' to determine the extent to which the institution is capable of guaranteeing the quality of the programmes it offers. Programmes offered by institutions that receive a positive evaluation still have to be accredited, but the accreditation procedure takes less time and is not as extensive.

Besides the accreditation of degree programmes, the Netherlands has a system by which the Ministry of Education, Culture and Science recognises higher education institutions by conferring on them the status of either 'funded' or 'approved'. "Funded" indicates the institution is fully financed by the government. "Approved" indicates that the institution does not receive funds from the government and has to rely on its own sources of funding. Whether a degree programme is offered by a 'funded' or an 'approved' institution, it must be accredited and registered in CROHO to be considered recognised.

Please note: if a bachelor's or master's degree programme is not registered in CROHO, the quality is not assured by the Dutch quality assurance system. The quality may however be assured by another system.

## National Qualifications Frameworks

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the National Coordination Point NLQF, which is the organisation responsible for the development and implementation of the NLQF.

## Annex 4

Program details and the individual grades/ECTS obtained.

Name : [REDACTED]  
Date and Place of Birth : [REDACTED]  
Program : Executive MBA  
Degree : Master of Business Administration (MBA)  
Date : November 4th, 2021

Course / Module	Grade	ECTS
<u>Main Courses</u>		
Strategic Leadership	7	2.5
Marketing Strategy	8	2.5
Quantitative Methods	Pass	2.5
Intro to Personal Leadership Development Journey	7	1.0
Managerial Economics	6	2.5
Financial Accounting and Reporting	7	2.5
Global sourcing in China	8	6.5
Foundations of Finance	8	2.5
Management Accounting & Control	7	1.8
Research Methodology	6	4.0
PLDJ-Personal Leadership	8	2.5
Management Communication Skills	7	2.5
Advanced Human Resource Management	7	1.8
Economics and Entrepreneurship in South Africa	9	6.5
Operations Management	8	2.5
Organizational Dynamics and Leadership	6	2.5
Innovation & Digitalization	8	6.5
Corporate Finance	8	2.1
Entrepreneurial Management	7	3.5
PLDJ	8	1.0
Strategic Management	7	2.5
Sustainable Business & Leadership	7	1.8
<u>Final Project</u>		
Final Project	6.5	16.0
<b>Total</b>		<b>80.0</b>

### CERTIFICATION

Date November 4th, 2021 1

Signature

5.1.2.e

Capacity

Chair of the Exam Committee General Management

5.1.2.e

Official stamp or seal



UNYENRODE  
BUSINESS UNIVERSITÄT



# NYENRODE

## BUSINESS UNIVERSITEIT

### Academic Record

Name :   
Date and Place of Birth :   
Program : Executive MBA  
Degree : Master of Business Administration (MBA)  
Date : November 4th, 2021

Course / Module	Grade	GPA Credits*
<u>Main Courses</u>		
Strategic Leadership	B+	1.88
Marketing Strategy	A	1.88
Quantitative Methods	Pass	1.88
Intro to Personal Leadership Development Journey	A	0.75
Managerial Economics	B	1.88
Financial Accounting and Reporting	B+	1.88
Global sourcing in China	A	4.88
Foundations of Finance	A+	1.88
Management Accounting & Control	B+	1.35
Research Methodology	B	3.00
PLDJ-Personal Leadership	A	1.88
Management Communication Skills	B+	1.88
Advanced Human Resource Management	B+	1.35
Economics and Entrepreneurship in South Africa	A+	4.88
Operations Management	A	1.88
Organizational Dynamics and Leadership	B	1.88
Innovation & Digitalization	A	4.88
Corporate Finance	A	1.58
Entrepreneurial Management	B+	2.63
PLDJ	A	0.75
Strategic Management	B+	1.88
Sustainable Business & Leadership	A	1.35
<u>Final Project</u>		
Final Project	B	12.00

\* 1 GPA credit is 0.75 ECTS

Total credits: 60.00 / 60.00  
Grade Point Average: 3.52 / 4.00

#### CERTIFICATION

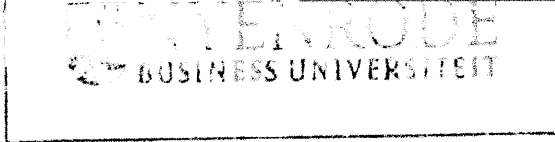
Date November 4th, 2021  
Signature 

5.1.2e

5.1.2.e

Capacity

Official stamp or seal



**Explanation:**

1. The Nyenrode Executive MBA degree is awarded to students who have successfully completed at least 60.00 credits in accordance with the rules and regulations governing the Nyenrode Executive MBA Program
2. Nyenrode Business Universiteit employs a '0 – 10' grading scale, in which '10.0' is the maximum score and '5.50' (before rounding off) is a minimum passing grade. For the thesis '6.00' (before rounding off) is the minimum passing grade. For international transcript purposes, grades awarded at Nyenrode are converted to letter grades. The conversion to letter grades is based on unrounded final grades. The table below applies.

<b>Number grade</b>	<b>10.00 – 8.25</b>	<b>8.24 – 7.25</b>	<b>7.24 – 6.75</b>	<b>6.74 – 6.25</b>	<b>6.24 – 5.75</b>	<b>5.74 – 5.25</b>	<b>5.24 – 0.00</b>
<b>Letter grade</b>	<b>A+</b>	<b>A</b>	<b>B+</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>F</b>
<b>4.0 scale</b>	<b>4.0</b>	<b>4.0</b>	<b>3.3</b>	<b>3.0</b>	<b>2.0</b>	<b>1.0</b>	<b>0.0</b>

3. The GPA is a weighted average based on the grades received and the number of credits obtained
4. A GPA credit is equivalent to 75% of an ECTS credit.



## Academic Record

Name : [REDACTED]  
Date and Place of Birth : [REDACTED]  
Program : **Modulair Executive MBA in Public & Private**  
Degree : **Master of Business Administration (MBA)**  
Date : **October 3rd, 2022**

Course / Module	Grade	GPA Credits*
<u>Public &amp; Private</u>		
Change Management and Organizational Development	A	5.63
Risk and Finance	A+	5.63
Market, Law and Ethics	A+	5.63
Cooperation and Leadership	Pass	5.63
Sustainable Transformation and Stewardship	A	5.63
Policy, Strategy and Organization	A	5.63
Business Processes and ICT	B	5.63
Global Immersion Module	Pass	2.25
Marketing and Innovation in the Public and Private Sector	B+	5.63
<u>Thesis</u>		
Thesis	B+	15.00

\* 1 GPA credit is 0.75 ECTS

**Total credits:** 62.25 / 62.18  
**Grade Point Average:** 3.63 / 4.00

### CERTIFICATION

Date: October 3rd, 2022

Signature

[REDACTED]  
5.1.2.e

Capacity

Chair of the Exam Committee General Management

Official stamp or seal

[REDACTED]  
5.1.2.e



**Explanation:**

1. The Nyenrode Modulair Executive MBA in Public & Private degree is awarded to students who have successfully completed at least 62.25 credits in accordance with the rules and regulations governing the Nyenrode Modulair Executive MBA in Public & Private Program
2. Nyenrode Business Universiteit employs a '0 – 10' grading scale, in which '10.0' is the maximum score and '5.50' (before rounding off) is a minimum passing grade. For the thesis '6.00' (before rounding off) is the minimum passing grade. For international transcript purposes, grades awarded at Nyenrode are converted to letter grades. The conversion to letter grades is based on unrounded final grades. The table below applies.

Number grade	10.00 – 8.25	8.24 – 7.25	7.24 – 6.75	6.74 – 6.25	6.24 – 5.75	5.74 – 5.25	5.24 – 0.00
Letter grade	A+	A	B+	B	C	D	F
4.0 scale	4.0	4.0	3.3	3.0	2.0	1.0	0.0

3. The GPA is a weighted average based on the grades received and the number of credits obtained.
4. A GPA credit is equivalent to 75% of an ECTS credit.



# International Diploma Supplement

Modulair Executive MBA in Public & Private



## INTERNATIONAL DIPLOMA SUPPLEMENT Modulair Executive MBA in Public & Private

This Diploma Supplement model was developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgments, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

- 1.1 Full name [REDACTED]
- 1.2 Date of birth [REDACTED]
- 1.3 Student identification number or code [REDACTED]

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

- 2.1 Name of qualification Master of Business Administration  
Title conferred MBA
- 2.2 Main field(s) of study for the qualification Business Administration
- 2.3 Name and status of awarding institution Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
- 2.4 Name and status of institution administering studies Refer to 2.3 above
- 2.5 Language(s) of instruction/examination The modules offered within the MBA in Food & Finance and Public & Private tracks are in Dutch, those within the Business & IT track are in English.

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

- 3.1 Level of qualification Master's degree; Nyenrode Business Universiteit; second-cycle National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
- 3.2 Official length of program Flexible, part-time program, to be completed within 8 years. Takes at least 3 years, and on average 4.5 years, 82.9 ECTS credits.
- 3.3 Access requirement(s) A bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

### 4 INFORMATION ON THE CONTENTS AND RESULTS GAINED

- 4.1 Mode of study Parttime
- 4.2 Program requirements Refer to Annex 1
- 4.3 Program details and the individual grades/marks/credits obtained Refer to Annex 4

#### 4.4 Grading scheme and, if available, grade distribution guidance

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given. Nyenrode Business Universiteit uses a scale of 0 to 10 in which 10 is the highest possible score.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6).

(For more details on Thesis grading; refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9.5	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course, and converted to a 4.0 scale using the table above.

#### Degree

A degree is granted for a completed Master's program when all examinations are passed.

#### 4.5 Overall classification of the qualification

Graduated

## **5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

- |                             |   |
|-----------------------------|---|
| 5.1 Access to further study | Eligible to pursue further studies, including third-cycle studies (PhD programs). |
| 5.2 Professional status     | Qualified for a profession related to the field of study.                         |

## **6 ADDITIONAL INFORMATION**

- |                                 |   |
|---------------------------------|---|
| 6.1 Additional information      | The program was accredited by the Association of MBAs (AMBA) on October 21, 2011. On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development) in December 2012. |
| 6.2 Further information sources | Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2.   |

## **7 CERTIFICATION OF THE SUPPLEMENT**

Refer to Annex 4.

## **8 INFORMATION ON THE NATIONAL HIGHER EDUCATION SYSTEM**

Refer to Annex 3.



## **Annex 1 - Curriculum**

### **Program profile**

The Modular Executive MBA program is a Master's program which can be followed after a bachelor's degree. Depending on their background and daily professional practice, participants take modules from one or more tracks within the Modular Executive MBA program: Food & Finance, Public & Private and Business & IT. Each of these tracks offers its own set of MBA modules (also referred to as 'courses'), covering all relevant MBA subjects and subjects related to the specific sector/culture. The modules in the tracks are interchangeable.

A complete Modular Executive MBA program, eligible for the award of an MBA degree, consists of eight modules each with an average duration of six months, a study trip and the concluding MBA thesis module. Students can decide on the order in which they follow the modules, and the number of modules they wish to take at the same time. On average, following a module requires 10 to 12 hours per week, including lectures, preparation and assignments.

The program aims to train professionals – managers, executives, entrepreneurs and directors – to become strong leaders, with entrepreneurial and stewardship skills. Such leaders are able to bridge the gap between cultures, have a sound knowledge of all aspects of international and national business administration, and can lead organizations, groups and people. Students develop skills, including translating theory into practice, strategic, analytical and critical thinking, communication and self-reflection.

The modules provide both high-level academic input (strategy, organization, business process management, IT) and practical training and exercises (leadership, cooperation, presentation, debating). Students are constantly challenged to put into practice what they have learned. This is assessed through the group and individual assignments set during the program.

An MBA thesis, in which the student tackles and solves a major issue from daily professional practice, marks the culmination of the MBA program. The students have by then learned to investigate issues in an academically sound manner and to draw conclusions and make recommendations (both academic and practical) accordingly.

The aim of the Modular Executive MBA program is to provide students with the knowledge, skills and insight into the subject matter they need to graduate, and to develop in order to move into and/or hold a higher management role that requires academic thinking (i.e. a position in which the graduate is required to understand, assess and use the results of academic research in his/her work).

In principle, students participate in one of the three tracks within the Modular Executive MBA program. Students may be allowed to interchange one module for another in the same 'row' (and therefore with the same goals, management content and criteria) in one of the other tracks. This is only permitted if the student can prove his/her affinity or relationship with the specific sector of that track (this is assessed by Program Management). The overall conditions that apply to the Modular Executive MBA program remain the same.



## **Annex 2 - Additional information about the institution**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. As of 1992 we ceased to receive government funding, making Nyenrode the only private university in the Netherlands. Its full university status means that Nyenrode can award officially recognized doctoral degrees as well as Bachelor's and Master's degrees upon the successful completion of programs accredited by the Dutch authorities (NVAO). Although parts of the Dutch Higher Education and Research Act (Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek, WHW), which regulates government-funded programs, also apply to the programs offered by Nyenrode, the university is free to set its own rules regarding, for example, the selection of students, program management and student participation in university governing bodies.

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. Our MBAs are accredited by the Association of MBAs (AMBA). Our accountancy programs comply with standards set by the Commissie Eindtermen Accountantsopleiding (CEA) and the Executive Master programs for Chartered Controller (also known as Executive Master of Finance & Control, EMFC) comply with quality standards set by the Vereniging van Registercontrollers (or VRC), the Dutch Association of Chartered Controllers. All Nyenrode faculty members have a PhD degree or are working on their doctoral thesis.

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.



### **Annex 3 - Higher education system in the Netherlands**

Higher education in the Netherlands is organised around a 3-cycle degree system, consisting of bachelor's, master's and PhD degrees. Two types of higher education programmes are offered: research-oriented degree programmes offered primarily by research universities, and professional higher education programmes offered primarily by universities of applied sciences.

#### **Primary and secondary education**

##### **Access to higher education**

Children are allowed to begin school at the age of 4, but are not legally required to do so until the age of 5. Primary education lasts 8 years (of which 7 are compulsory). During their last year, pupils are advised on the type of secondary education they should pursue.

Secondary education, which begins at the age of 12 and is compulsory until the age of 16, is offered in various forms and at different levels. Vmbo programmes (4 years) combine general and vocational education and prepare pupils to go on to senior secondary vocational education and training (mbo), lasting 1 to 4 years. There are 2 types of general education that grant admission to higher education: havo (5 years) and vwo (6 years). Pupils are enrolled according to their ability. The last 2 years of havo and the last 3 years of vwo are referred to as the '2nd phase' (2e fase), or upper secondary education. During these years, pupils focus on 1 of 4 subject clusters (profielen), each of which emphasises a certain field of study in addition to satisfying the general education requirements. Each cluster is designed to prepare pupils for study at the tertiary level. A pupil enrolled at a vwo or havo school can choose from the following subject clusters:

1. Science and Technology (Natuur en Techniek)
2. Science and Health (Natuur en Gezondheid)
3. Economics and Society (Economie en Maatschappij)
4. Culture and Society (Cultuur en Maatschappij)

Only the 6-year vwo diploma grants access to bachelor's programmes at research universities; the vwo diploma, havo diploma and the highest level of mbo grant access to bachelor's programmes at universities of applied sciences.

#### **Higher education**

Higher education in the Netherlands is offered at 2 types of institutions: research universities and universities of applied sciences. Research universities include general universities, universities specialising in engineering and agriculture, and the Open University. Universities of applied sciences include general institutions as well as institutions specialising in a specific field such as agriculture, fine and performing arts or teacher training.

Whereas research universities are primarily responsible for offering research-oriented programmes, universities of applied sciences are primarily responsible for offering programmes of higher professional education, which prepare students for specific professions. These tend to be more practice oriented than programmes offered by research universities.

In this binary, 3-cycle system, bachelor's, master's and PhD degrees are awarded. Short cycle higher education leading to the associate's degree is offered by universities of applied sciences. Degree programmes and periods of study are quantified in terms of the ECTS credit system.

The focus of degree programmes determines both the number of credits required to complete the programme and the degree which is awarded. A research-oriented bachelor's programme requires the completion of 180 credits (3 years) and graduates obtain the degree Bachelor of Arts, Bachelor of Science, or Bachelor of Law (BA/BSc/LLB), depending on the discipline. In most cases, a bachelor's degree awarded in the applied arts and sciences requires 240 credits (4 years), to complete. The majority of students obtain a BA/BSc/or LLB degree, but those graduating from programmes in business administration, social work, education and music may obtain a

BBA/BSW/BEd or BM, respectively. An increasing number of universities of applied sciences are offering 3-year bachelor's degree programmes for students with a vwo diploma. These programmes are both intensive and challenging, enabling students to complete a bachelor's programme in the applied arts and sciences after completion of 180 credits. An associate's degree (Ad) in the applied arts and sciences requires 120 credits (2 years). The Ad can be taken either as a terminal degree, after which graduates can seek employment, or students who complete the 2-year programme can continue studying for a bachelor's degree in the applied arts and sciences.

A research-oriented master's programme requires the completion of 60, 90 or 120 credits (1, 1.5 or 2 years). In engineering, agriculture, and mathematics and the natural sciences, 120 credits are always required. Graduates obtain a Master of Arts, Master of Science, or Master of Laws (MA/MSc/LLM). A master's degree awarded in the applied arts and sciences requires the completion of 60 to 120 credits. The majority of students obtain an MA/MSc/or LLM degree, but those graduating from programmes in business administration, social work, education and music may obtain an MBA/MSW/MEd or MM, respectively.

The 3rd cycle of higher education, leading to a PhD or to a Professional Doctorate in Engineering (PDEng), is offered only by research universities. The major requirement for the PhD, which is offered by all research universities, is completion of a dissertation based on original research that is publicly defended. In addition to PhD programmes, the 3 engineering universities offer technological design programmes consisting of advanced study and a personal design assignment in a number of engineering fields. The technical design programme requires 2 years of study to complete and graduates obtain the degree Professional Doctorate in Engineering (PDEng). The training of medical specialists is the responsibility of the professional group in an organisational setting at a university hospital.

### **Requirements for access to higher education**

For access to research-oriented bachelor's programmes, students are required to have a vwo diploma or to have completed the 1st year (60 credits) of a bachelor's programme at a university of applied sciences. For the latter category of students, additional selection criteria may apply. The minimum access requirement to universities of applied sciences is either a vwo diploma, a havo diploma or a diploma of secondary vocational education (mbo), provided certain conditions are met. The vwo diploma not only grants access to universities of applied sciences, but based on this diploma, students may receive exemption from 1 year of study as well. For access to both types of higher education, pupils with a vwo or havo diploma are required to have completed at least 1 of the subject clusters that fulfil the requirements for the higher education programme in question. A quotum, or numerus fixus, applies for access to certain programmes, primarily in the medical sciences. For numerus fixus programmes, institutions are permitted to select the students they admit based on academic performance, personal motivation, etc. Potential students older than 21 years who do not possess one of the qualifications mentioned above can qualify for access to higher education on the basis of an entrance examination and assessment (recognition of prior learning). For access to certain programmes, particularly those in the fine arts, students have to demonstrate the required artistic abilities. The only access requirement for the Open University is that applicants be at least 18 years of age.

For access to all master's programmes, a bachelor's degree in 1 or more specific disciplines is required, in some cases in combination with other requirements. Graduates with a bachelor's degree in the applied arts and sciences usually have to fulfil additional requirements for admission to a research-oriented master's programme.

### **Credit system and grading**

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The grading system used in the Netherlands is on a scale from 1 (very poor) to 10 (outstanding). The lowest passing grade is 6; 9s are seldom given and 10s are extremely rare. Grades 1-3 are hardly ever used. The academic year is 42 weeks long.

## Quality assurance and accreditation

A guaranteed standard of higher education, and alignment with the Qualifications Framework for the European Higher Education Area, is maintained through a system of legal regulation and quality assurance, in the form of accreditation. The Ministry of Education, Culture and Science is responsible for legislation pertaining to education. The agriculture and public health ministries play an important role in monitoring the content of study programmes in their respective fields.

Quality assurance is carried out through a system of accreditation, administered by the Accreditation Organisation of the Netherlands and Flanders (NVAO). According to the Dutch Higher Education Act, all degree programmes offered by research universities and universities of applied sciences must be evaluated according to established criteria. Programmes that meet the criteria are accredited: i.e. recognised for a period of 6 years. Only accredited programmes are eligible for government funding; students receive financial aid and graduate with a recognised degree only when enrolled in, and after having completed, an accredited degree programme. All accredited programmes are listed in the Central Register of Higher Education Study Programmes (CROHO).

As part of the accreditation system, higher education institutions can request the NVAO to conduct an 'institutional quality assessment' to determine the extent to which the institution is capable of guaranteeing the quality of the programmes it offers. Programmes offered by institutions that receive a positive evaluation still have to be accredited, but the accreditation procedure takes less time and is not as extensive.

Besides the accreditation of degree programmes, the Netherlands has a system by which the Ministry of Education, Culture and Science recognises higher education institutions by conferring on them the status of either 'funded' or 'approved'. "Funded" indicates the institution is fully financed by the government. "Approved" indicates that the institution does not receive funds from the government and has to rely on its own sources of funding. Whether a degree programme is offered by a 'funded' or an 'approved' institution, it must be accredited and registered in CROHO to be considered recognised.

Please note: if a bachelor's or master's degree programme is not registered in CROHO, the quality is not assured by the Dutch quality assurance system. The quality may however be assured by another system.

## National Qualifications Frameworks

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the National Coordination Point NLQF, which is the organisation responsible for the development and implementation of the NLQF.





# NYENRODE BUSINESS UNIVERSITEIT

## Annex 4

Program details and the individual grades/ECTS obtained.

Name : [REDACTED]  
Date and Place of Birth : [REDACTED]  
Program : Modulair Executive MBA in Public & Private  
Degree : Master of Business Administration (MBA)  
Date : October 3rd, 2022

Course / Module	Grade	ECTS
<u>Public &amp; Private</u>		
Change Management and Organizational Development	8	7.5
Risk and Finance	9	7.5
Market, Law and Ethics	8	7.5
Cooperation and Leadership	Pass	7.5
Sustainable Transformation and Stewardship	8	7.5
Policy, Strategy and Organization	8	7.5
Business Processes and ICT	6	7.5
Global Immersion Module	Pass	3.0
Marketing and Innovation in the Public and Private Sector	7	7.5
<u>Thesis</u>		
Thesis	7.0	20.0
<b>Total</b>		<b>83.0</b>

### CERTIFICATION

Date October 3rd, 2022

Signature

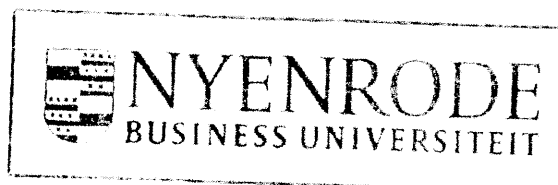
5.1.2.e

Capacity

Chair of the Exam Committee General Management

Official stamp or seal

5.1.2.e







**NYENRODE**  
BUSINESS UNIVERSITEIT

Nyenrode Business Universiteit  
declares that

ANONIEM

has participated in the  
**Modular Executive MBA in Business & IT**  
Digital Strategy and Transformation

Breukelen, the Netherlands, 17 July 2022



From: 5.1.2.e  
Sent Date: Thu Jan 12 18:03:28 2023  
To: 5.1.2.e  
CC: 5.1.2.e  
Subject: gespreksverslag ter controle op feitelijke onjuistheden  
Attachments: 20230112 Verslag Nyenrode aangevuld met gespreksverslag 20221220.docx(83KB)

Geachte 5.1.2.e

Dank u voor het prettige, aanvullende gesprek dat we 20 december 2022 met elkaar hebben gevoerd. Bij deze treft u het verslag van het gesprek van 4 november met daarin jullie reactie verwerkt, inclusief een aanvullend verslag van het gesprek van 20-12-22.

We verzoeken u dit te controleren op feitelijke onjuistheden.

Graag zien we het verslag met uw eventuele aanvulling weer tegemoet.

Hartelijke groeten, mede namens 5.1.2.e

5.1.2.e

5.1.2.e

Inspecteur Hoger Onderwijs

.....

Directie Hoger Onderwijs  
Inspectie van het Onderwijs  
Ministerie van Onderwijs, Cultuur en Wetenschap  
St.-Jacobsstraat 200 | 3511 BT | Utrecht  
Postbus 2730 | 3500 GS | Utrecht

.....

T 06 5.1.2.e  
5.1.2.e@owinsp.nl  
[www.onderwijsinspectie.nl](http://www.onderwijsinspectie.nl)



# verslag

Concept 2

Omschrijving	Gesprek Namen en Graden opleiding MBA
Vergaderdatum en -tijd	4 november 2022 en 20 december 2022
Vergaderplaats	Teams
Aanwezig	Nyenrode Business Universiteit: 4-11 en 20-12 <b>5.1.2.e</b> <b>5.1.2.e</b>

Na een voorstelronde geeft **5.1.2.e** informatie over de werkgroep WNG. Deze werkgroep doet op basis van signalen onderzoek naar graadverlening, naamvoering en informatieverstrekking bij instellingen en onderwijsaanbieders. Er wordt toegelicht dat dit gesprek bedoeld is om in eerste instantie voldoende informatie in te winnen, om helder te krijgen hoe zaken precies in elkaar zitten. In dit gesprek wil de inspectie graag informatie over 2 punten opvragen en een punt onder de aandacht wil brengen:

1. Informatie over de wettelijke grondslag van de graadverlening bij de MBA's.
2. De overeenkomst en of verschillen tussen de Engelstalige en Nederlandstalige master accountancy.
3. De categorisering op de website van de programma's op masterniveau.

**5.1.2.e** stelt verduidelijkingsvragen ten aanzien van de status van dit gesprek. Er wordt aangegeven dat dit gesprek valt in de fase van een minnelijk traject. Later in het traject kan geconstateerd worden of zaken wel of niet in lijn zijn met de Wet Namen en Graden (WNG), kan er al dan niet verzocht worden tot aanpassing van gegevens/zaken en mogelijk een onderzoeksrapport opgesteld gaan worden met een eventuele boete vanuit het ministerie OCW als gevolg.

## 1. MBA's

**5.1.2.e** geven aan dat MBA-afgestudeerden van Nyenrode Business Universiteit (verder Nyenrode) een certificaat ontvangen, dus geen getuigschrift op basis van de WHW. Zij zien dit niet als een master op

basis van de WHW. Studenten ontvangen bij afstuderen geen mastertitel.

De MBA programma's zijn geaccrediteerd door de AMBA en EQUIS. 5.1.2.e

en 5.1.2.e geven aan dat dit intensieve en veeleisende accreditatietrajecten zijn en dat de opleidingen daardoor internationaal hoog aangeschreven staan. Deze accreditaties zijn wat hen betreft een soort branchekeurmerk, zijn wel in een (buiten)land gevestigd, maar vertegenwoordigen geen buitenlandse wet.

Er wordt gevraagd wat de BWR precies inhoudt. De BWR is niet gespecificeerd in de wet. Vandaar dat de inspectie geen inhoudelijk oordeel geeft over buitenlandse accreditatieorganisaties als AMBA of EQUIS, maar toezicht houdt vanuit onderstaande 3 kenbaarheidseisen (zie evt. [website Onderwijsinspectie](#)):

*Een graad op basis van een buitenlandse wettelijke regeling is geen WHW-graad. Indien hogescholen of universiteiten ervoor kiezen via deze weg graden te verlenen, dan hebben zij de plicht om (toekomstige) studenten hierover goed te informeren. Concreet betekent dit dat ze op de website en op de verleende graad (op getuigschrift) kenbaar moeten maken:*

- a) op welke (buitenlandse) accreditatie de opleiding (en dus graadverlening) is gebaseerd.
- b) uit welk land de graad komt of welke buitenlandse instelling de graad verleent. Als geen specifiek land buiten Nederland of specifieke buitenlandse instelling aan de orde is, moet dit ook worden aangegeven.
- c) dat de betreffende opleiding niet leidt tot een graad op basis van de Nederlandse wet op het Hoger Onderwijs (WHW).

5.1.2.e geeft aan dat de MBA een *bijzonder beestje* is. Vanuit Nyenrode is al eerder aangekaart bij OCW dat de MBA niet past in de huidige WHW, bijvoorbeeld in het licht van de titel. Er is gevraagd of er wordt gewerkt aan een oplossing daarvoor. 5.1.2.e erkent het bijzondere karakter en dat een titel MBA voor het wetenschappelijk onderwijs in de wet niet verankerd is.

5.1.2.e geeft aan dat in het LOK - landelijk overleg kwaliteitscoördinatoren is gedeeld dat 2 universiteiten met de Inspectie in gesprek zijn over zakelijke opleidingen zonder WHW/NVAO-accreditatie en dat UNL daarover in gesprek is met de Inspectie.

Het klopt dat de Inspectie met meer universiteiten in gesprek is. Inspectie is positief over het feit dat dit wordt gedeeld. Universiteiten worden niet geclusterd, maar worden individueel beoordeeld.

## 2. Master accountancy

Er worden 2 master of science in Accountancy aangeboden waarvan op de site staat dat ze NVAO-geaccrediteerd zijn. Eén in het Engels en één in het Nederlands. Er staat in croho 1 geaccrediteerde master voor accountancy. 5.1.2.e

5.1.2.e geven aan dat beide masters inhoudelijk

gelijk zijn aan elkaar, alleen de taal verschilt. Deze master is nog niet zo lang geleden gestart omdat de markt internationaler wordt.

### 3. Categorisering master programma's

Op de website van Nyenrode zijn onder de categorie 'type opleiding' 'Master' de zes NVAO-geaccrediteerde masters terug te vinden maar ook de diverse programma's.

Uit de beschrijvingen en de namen van deze trajecten blijkt dat studenten voor de programma's geen mastergraad krijgen. De categorisering van deze trajecten onder de categorie 'Master' zou kunnen suggereren dat dit wel het geval is en zou mogelijk kunnen leiden tot misleiding van studenten. In het gesprek is door de inspectie aangegeven dat een andere wijze van categorisering wenselijk is.

Nyenrode zal na het gesprek een geanonimiseerd certificaat met bijbehorende supplement aanleveren van één van de door hen aangeboden MBA's. Indien de certificaten verschillen per type MBA, worden de verschillende certificaten met bijbehorende supplementen aangeleverd.

Ook zullen de huidige aantallen ingeschreven MBA-studenten aangeleverd worden.

De inspectie zal op basis van alle informatie beoordelen hoe de wettelijke grondslag van deze MBA's beoordeeld moet worden en zal daarop terug komen bij Nyenrode. Het concept verslag van dit gesprek zal aan Nyenrode verstuurd worden. Daarna volgt een brief met onze bevindingen en mogelijke vervolgacties die we van Nyenrode verwachten. Daarbij bestaat altijd de gelegenheid voor een toelichtend gesprek.

### **Aanvullend verslag van gesprek 20-12-2022**

Op verzoek van Nyenrode is dit overleg gepland. Onderstaande vragen zijn besproken en beantwoord:

- **Zijn alle documenten ontvangen?**

Ja, de brief en 4 bijlagen zijn ontvangen.

- **Wat is de status van deze gesprekken.**

De status is dat we in een minnelijk traject zitten. Het doel is het verzamelen van informatie teneinde na weging van de informatie tot een beoordeling te kunnen komen.

Daarna zijn er een aantal routes die gelopen kunnen worden:

1. Als blijkt dat het in orde is stopt het proces.
2. Het proces kan leiden tot een verzoek tot aanpassing van zaken, waarmee het proces stopt.

3. Het proces kan leiden tot een dringend verzoek tot aanpassing van zaken, waarna bij aanpassing van de gevraagde zaken het proces stopt.
4. Het proces kan leiden tot een onderzoek dat vervolgens kan leiden tot een boeterapport.

Op dit moment zitten we in route 3: we gaan jullie verzoeken om een aantal zaken aan te passen.

De inspectie geeft aan dat indien wordt voldaan aan de kenbaarheidsvereisten, de inspectie niet zal gaan handhaven en het proces stopt.

Dit betreft zowel de informatieverstrekking bij het aantrekken van aspirantstudenten als de informatieverstrekking op de getuigschriften om misleiding van studenten en werkgevers te voorkomen.

Uit voorlichting (website, brochures etc.) en getuigschrift moet blijken dat de verleende MBA graad een niet-Nederlandse graad is. Dit houdt in dat op het getuigschrift en op alle voorlichtingsinformatie omtrent de opleiding moet staan:

- de naam van de accrediterende organisatie
- aan welk land de accreditatieorganisatie verbonden is. Indien er geen specifiek land benoemd kan worden, mag ook aangegeven worden dat het een Europees of niet-Nederlands accreditatieorgaan is.

Nyenrode geeft aan dat dit prettig is om te horen en zal de gevraagde zaken aanpassen.

Nyenrode wil de voorgenomen aanpassingen medio januari graag voorleggen aan de inspectie, zodat de door de inspectie gewenste wijzigingen definitief doorgevoerd kunnen worden voordat er nieuwe getuigschriften uitgereikt worden.

Daarvoor wordt een moment vastgelegd: 20 januari 2023 om 11.00.

Nyenrode stuurt een Teamsuitnodiging. In het begin van die week worden de aangepaste documenten verstuurd naar de inspectie, zodat zij de voorgenomen wijzigingen kunnen beoordelen.

- De inspectie geeft aan dat het certificaat voor deelname aan een module van de Modular Executive MBA door een werkgever opgevat kan worden als een certificaat voor deelname van de gehele Modular Executive MBA-opleiding. Voor iemand zonder verstand van getuigschriften is het bijvoorbeeld niet duidelijk dat de beschrijving 'Digital Strategy and Transformation' slechts een enkele module betreft. Mogelijk kan in het licht van de aanpassingen aan de getuigschriften die opgepakt worden, ook de status van dit certificaat verduidelijkt worden.

- **Is de informatie over het Nederlands onderwijsstelsel en andere opleidingen van Nyenrode op het supplement bij het getuigschrift van de MBA's ongewenst?**

De inspectie geeft aan dat het prijzenswaardig is dat Nyenrode proactief het supplement onderwerpt aan een kritische blik en verbeteringen wil doorvoeren. In het kader van misleiding van studenten en/of werkgevers is het verstandig om informatie over andere opleidingen te schrappen uit het supplement.

- **Hoe wordt er omgegaan met in het verleden uitgegeven graden?**

De inspectie geeft aan dat er niet naar in het verleden uitgegeven graden wordt gekeken aangezien er wel een accreditatie ten grondslag lag en ligt aan de verleende graden. Er wordt wel verwacht dat er vanaf dit moment alleen maar graden verleend worden waarbij duidelijk op het getuigschrift staat welk accreditatieorgaan de opleiding heeft geaccrediteerd en welk land (of vertegenwoordiging van een groep van landen, bijvoorbeeld Europees, of niet-Nederland) het accreditatieorgaan (graad) vertegenwoordigt.

- Nyenrode geeft aan dat zij overwegen om voor de MBA een NVAO-accreditatie aan te vragen, maar dat dit meer tijd vergt.

- **Wat is de te hanteren naam: certificaat, diploma of getuigschrift?**

De term diploma of getuigschrift mag gehanteerd worden, zolang duidelijk is voor studenten en/of werkgevers dat de betreffende graad niet Nederlands is.

From: [REDACTED] 5.1.2.e @nyenrode.nl>  
Sent Date: Mon Jan 9 15:23:34 2023  
To: [REDACTED] 5.1.2.e  
CC:  
Subject: onze Teamsafpraak van vrijdag volgende week

Beste [REDACTED] 5.1.2.e

Wij hebben vrijdag 20 januari van 11 tot 12 uur een afspraak staan om de aanpassingen te bespreken op de website en in de MBA-diploma's. Wij moeten jullie die getuigschriften nog toesturen. Maar ik meld me nu even omdat [REDACTED] 5.1.2.e [REDACTED] 5.1.2.e me vroeg of de afspraak zelf een uur kan worden verschoven naar 12 tot 13 uur. Verder dus dezelfde dag.

Als het niet kan dan laten we deze staan.

Ik hoor graag.

Met vriendelijke groet,

[REDACTED] 5.1.2.e

Universiteit Nyenrode  
Stichting Nyenrode  
Tel. 06- [REDACTED] 5.1.2.e

From: [REDACTED] 5.1.2.e @nyenrode.nl>  
 Sent Date: Tue Jan 17 12:43:20 2023  
 To: [REDACTED] 5.1.2.e  
 CC: [REDACTED] 5.1.2.e  
 Subject: Documenten MBA tbv ons gesprek vrijdag as  
 Attachments: 20230113 MMBA PP Supplement.pdf(320KB); 20230113 MMBA FF Supplement.pdf(219KB); 20230113 MMBA BIT Supplement.pdf(212KB); 20230113 FT MBA Supplement.pdf(863KB); 20230113 EMBA Supplement.pdf(317KB); 20230111 Def Diploma FT MBA.pdf(197KB); 20230111 Def Deelcertificaat MMBA.pdf(259KB)

Beste [REDACTED] 5.1.2.e,

Ter voorbereiding op ons gesprek van vrijdag aanstaande stuur ik jullie zoals afgesproken de MBA-diploma's toe. We hebben enkele aanpassingen doorgevoerd, met name op het vlak van de accreditatieinstellingen en hun land van vestiging. In de supplementen hebben we de 'algemene' teksten verwijderd die naar de WHW verwijzen.

We horen vrijdag graag of de diploma's en supplementen zo aan de eisen voldoen.

Het betreft de volgende documenten:

- \* Voorbeeld 5 supplementen : MMBA PP, MMBA FF, MMBA BIT, FT MBA en EMBA
- \* Voorbeeld Diploma FT MBA
- \* Voorbeeld deelcertificaat

Daarnaast willen we nog een aanvulling voorstellen op pagina 4 van het gespreksverslag dat jullie toestuurd. Het gaat om een aanvulling in de derde alinea onder vraag 4. We willen de zin:

*"Uit voorlichting (website, brochures etc.) en getuigschrift moet blijken dat de verleende MBA graad een niet-Nederlandse graad is."*

als volgt aanvullen:

*"Uit voorlichting (website, brochures etc.) en getuigschrift moet blijken dat de verleende **Master of Business Administration** (MBA) graad/titel een niet-Nederlandse graad is."*

De reden is dat we graag duidelijkheid willen dat behalve de term MBA ook de term master of business administration mag worden gebruikt als aan de voorwaarden zoals besproken is voldaan.

Met vriendelijke groet,

[REDACTED] 5.1.2.e

Universiteit Nyenrode  
 Stichting Nyenrode  
 Tel. 06- [REDACTED] 5.1.2.e

# Diploma Supplement

Modular Executive MBA in Public & Private

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

1.1 Full name	Test t.b.v. voorbeeld
1.2 Date of birth	January 2nd, 2023
1.3 Student identification number or code	00000000

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

2.1 Name of qualification	Master of Business Administration
Title conferred	MBA
2.2 Main field(s) of study for the qualification	Business Administration
2.3 Name and status of awarding institution	Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
2.4 Name and status of institution administering studies	Refer to 2.3 above
2.5 Language(s) of instruction/examination	The modules offered within the MBA in Food & Finance and Public & Private tracks are in Dutch, those within the Business & IT track are in English

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

3.1 Level of qualification:	National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
3.2 Official length of program	Flexible, part-time program, to be completed within 8 years. Minimum 3 years, on average 4.5 years, 82.9 ECTS credits.
3.3 Access requirement(s)	A bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

**4 INFORMATION ON THE CONTENTS AND RESULTS GAINED**

4.1 Mode of study	Parttime
4.2 Program requirements	Refer to Annex 1
4.3 Grading scheme, credit system and grade distribution guidance	Refer to Annex 3
4.4 Program details and the individual grades/marks/credits obtained	Refer to Annex 4
4.5 Overall classification of the Qualification	Graduated

**5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

5.1 Professional status	Qualified for a profession related to the field of study.
-------------------------	---

**6 ADDITIONAL INFORMATION**

6.1 Additional information	The program is accredited by the Association of MBAs (AMBA), London, United Kingdom. On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), Brussels, Belgium.
6.2 Further information sources	Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2.

<b>7 CERTIFICATION OF THE SUPPLEMENT</b>	Refer to Annex 4.
--	-------------------

## **Annex 1 – Curriculum**

### **Program profile**

The Modular Executive MBA program is a program on NLQF/EQF-LLL level 7 (master's level) which can be followed after a bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

Depending on their background and daily professional practice, participants take modules from one or more tracks within the Modular Executive MBA programs:

Food & Finance,  
Public & Private  
Business & IT.

Each of these tracks offers its own set of MBA modules (also referred to as 'courses'), covering all relevant MBA subjects and subjects related to the specific sector/culture. The modules in the tracks are interchangeable.

A complete Modular Executive MBA program, eligible for the award of an MBA degree, consists of eight modules each with an average duration of six months, a study trip and the concluding MBA thesis module. Students can decide on the order in which they follow the modules, and the number of modules they wish to take at the same time. On average, following a module requires 10 to 12 hours per week, including lectures, preparation and assignments.

The program aims to train professionals – managers, executives, entrepreneurs and directors – to become strong leaders, with entrepreneurial and stewardship skills. Such leaders are able to bridge the gap between cultures, have a sound knowledge of all aspects of international and national business administration, and can lead organizations, groups and people. Students develop skills, including translating theory into practice, strategic, analytical and critical thinking, communication and self-reflection.

The modules provide both high-level academic input (strategy, organization, business process management, IT) and practical training and exercises (leadership, cooperation, presentation, debating). Students are constantly challenged to put into practice what they have learned. This is assessed through the group and individual assignments set during the program.

An MBA thesis, in which the student tackles and solves a major issue from daily professional practice, marks the culmination of the MBA program. The students have by then learned to investigate issues in an academically sound manner and to draw conclusions and make recommendations (both academic and practical) accordingly.

The aim of the Modular Executive MBA program is to provide students with the knowledge, skills and insight into the subject matter they need to graduate, and to develop in order to move into and/or hold a higher management role that requires academic thinking (i.e., a position in which the graduate is required to understand, assess and use the results of academic research in his/her work).

In principle, students participate in one of the three tracks within the Modular Executive MBA program. Students may be allowed to interchange one module for another in the same 'row' (and therefore with the same goals, management content and criteria) in one of the other tracks. This is only permitted if the student can prove his/her affinity or relationship with the specific sector of that track (this is assessed by Program Management). The overall conditions that apply to the Modular Executive MBA program remain the same.

## **Annex 2 - Additional information about Nyenrode Business Universiteit**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. Nyenrode is the only approved private university in the Netherlands.

### **Mission**

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

### **Quality Assurance**

Quality Assurance at Nyenrode is carried out through a system of quality assurance by several bodies.

#### **Internal**

To assure quality within the programs several committees are installed to monitor the performance including the academic quality and assessment aspects of the Nyenrode programs:

**Program Committee**: faculty & students, appointed by the Rector. Provides advice (solicited or unsolicited) to Program Management.

**Program Advisory Board**: members are from the corporate world and assure that the recent developments in their sector are incorporated in the programs.

#### **International**

##### **AMBA**

The MBA programs at Nyenrode are internationally recognized MBA programs, accredited by the Association of MBAs (AMBA), the leading international system of quality assessment and improvement of MBA programs worldwide (<https://www.associationofmbas.com>)

##### **EQUIS**

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. ([EQUIS Institutional Accreditation system - EFMD Global](#)).

**National Qualifications Frameworks**

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the [National Coordination Point NLQF](#), which is the organization responsible for the development and implementation of the NLQF.

### Annex 3 Grading scheme, credit system and grade distribution guidance

For all programs, degree, and MBA (although the latter is not a degree in the sense of the WHW), Nyenrode Business Universiteit uses the Dutch grading scheme and credit systems.

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given.

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The academic year is 42 weeks long.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: b 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6). (For more details on Thesis grading: refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade, then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course and converted to a 4.0 scale using the table above.

### Degree

A degree is granted for a completed master's program when all examinations are passed.

**Annex 4 Program details and the individual grades/ECTS obtained.**

Name : Test t.b.v. voorbeeld  
 Date and Place of Birth : January 1st, 2000, XXXX, XXXXXX  
 Program : Modular Executive MBA in Public & Private  
 Degree : Master of Business Administration (MBA)  
 Date : October 6th, 2020

<b>Course / Module</b>	<b>Grade</b>	<b>ECTS</b>
<u>Public &amp; Private</u>		
Change Management and Organizational		7,5
Development Risk and Finance		7,5
Public Private Partnership		7,5
Market, Law and Ethics		7,5
Leadership and Cooperation		7,5
Sustainable Transformation and Stewardship		7,5
Policy, Strategy and Organization		7,5
Business Processes and ICT		7,5
<u>Food &amp; Innovation</u>		
Global Immersion Program		3.0
<u>Thesis</u>		
Thesis		20

Total 83

**CERTIFICATION**

Date XXXXX, XXXX

Signature

Capacity Chair of the Exam Committee General Management

**5.1.2e**

# Diploma Supplement

Modular Executive MBA in Food & Finance

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

1.1 Full name	Test t.b.v. voorbeeld
1.2 Date of birth	January 2nd, 2023
1.3 Student identification number or code	00000000

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

2.1 Name of qualification	Master of Business Administration
Title conferred	MBA
2.2 Main field(s) of study for the qualification	Business Administration
2.3 Name and status of awarding institution	Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
2.4 Name and status of institution administering studies	Refer to 2.3 above
2.5 Language(s) of instruction/examination	The modules offered within the MBA in Food & Finance and Public & Private tracks are in Dutch, those within the Business & IT track are in English

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

3.1 Level of qualification:	National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
3.2 Official length of program	Flexible, part-time program, to be completed within 8 years. Minimum 3 years, on average 4.5 years, 82.9 ECTS credits.
3.3 Access requirement(s)	A bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

#### **4 INFORMATION ON THE CONTENTS AND RESULTS GAINED**

4.1 Mode of study	Parttime
4.2 Program requirements	Refer to Annex 1
4.3 Grading scheme, credit system and grade distribution guidance	Refer to Annex 3
4.4 Program details and the individual grades/marks/credits obtained	Refer to Annex 4
4.5 Overall classification of the Qualification	Graduated

#### **5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

5.1 Professional status	Qualified for a profession related to the field of study.
-------------------------	---

#### **6 ADDITIONAL INFORMATION**

6.1 Additional information	The program is accredited by the Association of MBAs (AMBA), London, United Kingdom. On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), Brussels, Belgium.
6.2 Further information sources	Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2.

<b>7 CERTIFICATION OF THE SUPPLEMENT</b>	Refer to Annex 4.
--	-------------------

## **Annex 1 – Curriculum**

### **Program profile**

The Modular Executive MBA program is a program on NLQF/EQF-LLL level 7 (master's level) which can be followed after a bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

Depending on their background and daily professional practice, participants take modules from one or more tracks within the Modular Executive MBA programs:

Food & Finance,

Public & Private

Business & IT.

Each of these tracks offers its own set of MBA modules (also referred to as 'courses'), covering all relevant MBA subjects and subjects related to the specific sector/culture. The modules in the tracks are interchangeable.

A complete Modular Executive MBA program, eligible for the award of an MBA degree, consists of eight modules each with an average duration of six months, a study trip and the concluding MBA thesis module. Students can decide on the order in which they follow the modules, and the number of modules they wish to take at the same time. On average, following a module requires 10 to 12 hours per week, including lectures, preparation and assignments.

The program aims to train professionals – managers, executives, entrepreneurs and directors – to become strong leaders, with entrepreneurial and stewardship skills. Such leaders are able to bridge the gap between cultures, have a sound knowledge of all aspects of international and national business administration, and can lead organizations, groups and people. Students develop skills, including translating theory into practice, strategic, analytical and critical thinking, communication and self-reflection.

The modules provide both high-level academic input (strategy, organization, business process management, IT) and practical training and exercises (leadership, cooperation, presentation, debating). Students are constantly challenged to put into practice what they have learned. This is assessed through the group and individual assignments set during the program.

An MBA thesis, in which the student tackles and solves a major issue from daily professional practice, marks the culmination of the MBA program. The students have by then learned to investigate issues in an academically sound manner and to draw conclusions and make recommendations (both academic and practical) accordingly.

The aim of the Modular Executive MBA program is to provide students with the knowledge, skills and insight into the subject matter they need to graduate, and to develop in order to move into and/or hold a higher management role that requires academic thinking (i.e., a position in which the graduate is required to understand, assess and use the results of academic research in his/her work). In principle, students participate in one of the three tracks within the Modular Executive MBA program. Students may be allowed to interchange one module for another in the same 'row' (and therefore with the same goals, management content and criteria) in one of the other tracks. This is only permitted if the student can prove his/her affinity or relationship with the specific sector of that track (this is assessed by Program Management). The overall conditions that apply to the Modular Executive MBA program remain the same.

**Annex 2 - Additional information about Nyenrode Business Universiteit**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. Nyenrode is the only approved private university in the Netherlands.

**Mission**

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

**Quality Assurance**

Quality Assurance at Nyenrode is carried out through a system of quality assurance by several bodies.

**Internal**

To assure quality within the programs several committees are installed to monitor the performance including the academic quality and assessment aspects of the Nyenrode programs:

**Program Committee:** faculty & students, appointed by the Rector. Provides advice (solicited or unsolicited) to Program Management.

**Program Advisory Board:** members are from the corporate world and assure that the recent developments in their sector are incorporated in the programs.

**International****AMBA**

The MBA programs at Nyenrode are internationally recognized MBA programs, accredited by the Association of MBAs (AMBA), the leading international system of quality assessment and improvement of MBA programs worldwide (<https://www.associationofmbas.com>)

**EQUIS**

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. ([EQUIS Institutional Accreditation system - EFMD Global](#)).

**National Qualifications Frameworks**

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the [National Coordination Point NLQF](#), which is the organization responsible for the development and implementation of the NLQF.

### Annex 3 Grading scheme, credit system and grade distribution guidance

For all programs, degree, and MBA (although the latter is not a degree in the sense of the WHW), Nyenrode Business Universiteit uses the Dutch grading scheme and credit systems.

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given.

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The academic year is 42 weeks long.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6). (For more details on Thesis grading: refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade, then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course and converted to a 4.0 scale using the table above.

### Degree

A degree is granted for a completed master's program when all examinations are passed.

**Annex 4 Program details and the individual grades/ECTS obtained.**

Name : Test t.b.v. voorbeeld  
 Date and Place of Birth : January 1st, 2000, XXXX, XXXXXX  
 Program : Modular Executive MBA in Food & Finance  
 Degree : Master of Business Administration (MBA)  
 Date : October 6<sup>th</sup>, 2020

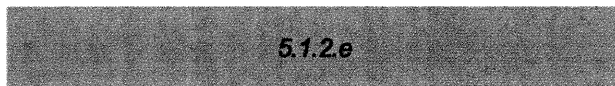
Course / Module	Grade	ECTS
Strategy and Organization		7,5
Business Processes and Food Technology		7,5
Sustainability in Food: Disrupting the Existing Order		7,5
Business Ethics in Context		7,5
Change Management and Organizational Development		7,5
Global Immersion Program	Pass	3,0
<u>Public &amp; Private</u>		
Risk and Finance		7,5
<u>Business &amp; Sustainable Transitions</u>		
Sustainable Green Transitions		7,5
Cooperation and Leadership	Pass	7,5
<u>Thesis</u>		
Thesis		20
Total		83.0

**CERTIFICATION**

Date XXXXX, XXXX

Signature

Capacity



Official stamp or seal

# Diploma Supplement

Modular Executive MBA in Business & IT

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

1.1 Full name	Test t.b.v. voorbeeld
1.2 Date of birth	January 2nd, 2023
1.3 Student identification number or code	00000000

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

2.1 Name of qualification	Master of Business Administration
Title conferred	MBA
2.2 Main field(s) of study for the qualification	Business Administration
2.3 Name and status of awarding institution	Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
2.4 Name and status of institution administering studies	Refer to 2.3 above
2.5 Language(s) of instruction/examination	The modules offered within the MBA in Food & Finance and Public & Private tracks are in Dutch, those within the Business & IT track are in English

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

3.1 Level of qualification:	National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
3.2 Official length of program	Flexible, part-time program, to be completed within 8 years. Minimum 3 years, on average 4.5 years, 82.9 ECTS credits.
3.3 Access requirement(s)	A bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

#### **4 INFORMATION ON THE CONTENTS AND RESULTS GAINED**

4.1 Mode of study	Parttime
4.2 Program requirements	Refer to Annex 1
4.3 Grading scheme, credit system and grade distribution guidance	Refer to Annex 3
4.4 Program details and the individual grades/marks/credits obtained	Refer to Annex 4
4.5 Overall classification of the Qualification	Graduated

#### **5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

5.1 Professional status	Qualified for a profession related to the field of study.
-------------------------	---

#### **6 ADDITIONAL INFORMATION**

6.1 Additional information	The program is accredited by the Association of MBAs (AMBA), London, United Kingdom. On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), Brussels, Belgium.
6.2 Further information sources	Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2.

<b>7 CERTIFICATION OF THE SUPPLEMENT</b>	Refer to Annex 4.
--	-------------------

## Annex 1 – Curriculum

### Program profile

The Modular Executive MBA program is a program on NLQF/EQF-LLL level 7 (master's level) which can be followed after a bachelor's or master's degree or an equivalent professional qualification; a minimum of five years' management and/or administrative experience; a strong commitment to one's own personal development; a significant relationship with one of the particular MBA focus groups at one's current place of work.

Depending on their background and daily professional practice, participants take modules from one or more tracks within the Modular Executive MBA programs:

Food & Finance,

Public & Private

Business & IT.

Each of these tracks offers its own set of MBA modules (also referred to as 'courses'), covering all relevant MBA subjects and subjects related to the specific sector/culture. The modules in the tracks are interchangeable.

A complete Modular Executive MBA program, eligible for the award of an MBA degree, consists of eight modules each with an average duration of six months, a study trip and the concluding MBA thesis module. Students can decide on the order in which they follow the modules, and the number of modules they wish to take at the same time. On average, following a module requires 10 to 12 hours per week, including lectures, preparation and assignments.

The program aims to train professionals – managers, executives, entrepreneurs and directors – to become strong leaders, with entrepreneurial and stewardship skills. Such leaders are able to bridge the gap between cultures, have a sound knowledge of all aspects of international and national business administration, and can lead organizations, groups and people. Students develop skills, including translating theory into practice, strategic, analytical and critical thinking, communication and self-reflection.

The modules provide both high-level academic input (strategy, organization, business process management, IT) and practical training and exercises (leadership, cooperation, presentation, debating). Students are constantly challenged to put into practice what they have learned. This is assessed through the group and individual assignments set during the program.

An MBA thesis, in which the student tackles and solves a major issue from daily professional practice, marks the culmination of the MBA program. The students have by then learned to investigate issues in an academically sound manner and to draw conclusions and make recommendations (both academic and practical) accordingly.

The aim of the Modular Executive MBA program is to provide students with the knowledge, skills and insight into the subject matter they need to graduate, and to develop in order to move into and/or hold a higher management role that requires academic thinking (i.e., a position in which the graduate is required to understand, assess and use the results of academic research in his/her work). In principle, students participate in one of the three tracks within the Modular Executive MBA program. Students may be allowed to interchange one module for another in the same 'row' (and therefore with the same goals, management content and criteria) in one of the other tracks. This is only permitted if the student can prove his/her affinity or relationship with the specific sector of that track (this is assessed by Program Management). The overall conditions that apply to the Modular Executive MBA program remain the same.

**Annex 2 - Additional information about Nyenrode Business Universiteit**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. Nyenrode is the only approved private university in the Netherlands.

**Mission**

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

**Quality Assurance**

Quality Assurance at Nyenrode is carried out through a system of quality assurance by several bodies.

**Internal**

To assure quality within the programs several committees are installed to monitor the performance including the academic quality and assessment aspects of the Nyenrode programs:

**Program Committee:** faculty & students, appointed by the Rector. Provides advice (solicited or unsolicited) to Program Management.

**Program Advisory Board:** members are from the corporate world and assure that the recent developments in their sector are incorporated in the programs.

**International****AMBA**

The MBA programs at Nyenrode are internationally recognized MBA programs, accredited by the Association of MBAs (AMBA), the leading international system of quality assessment and improvement of MBA programs worldwide (<https://www.associationofmbas.com>)

**EQUIS**

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. ([EQUIS Institutional Accreditation system - EFMD Global](#)).

**National Qualifications Frameworks**

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the [National Coordination Point NLQF](#), which is the organization responsible for the development and implementation of the NLQF.

### Annex 3 Grading scheme, credit system and grade distribution guidance

For all programs, degree, and MBA (although the latter is not a degree in the sense of the WHW), Nyenrode Business Universiteit uses the Dutch grading scheme and credit systems.

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given.

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The academic year is 42 weeks long.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6). (For more details on Thesis grading: refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade, then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course and converted to a 4.0 scale using the table above.

### Degree

A degree is granted for a completed master's program when all examinations are passed.

**Annex 4 Program details and the individual grades/ECTS obtained.**

Name : Test t.b.v. voorbeeld  
 Date and Place of Birth : January 1st, 2000, XXXX, XXXXXX  
 Program : Modular Executive MBA in Business & IT  
 Degree : Master of Business Administration (MBA)  
 Date : October 6th, 2020

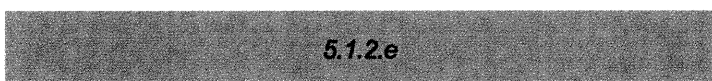
Course / Module	Grade	ECTS
Business & IT AI and Cyber Security		
Risk and Finance		
Organization and Value of IT		
Market, Law and Ethics		
Leadership and Cooperation		
Strategy and Organisation		
Change Management and Organizational Development		
Business Processes and Technology		
Global Immersion Program		
Thesis		

Total 83.0

**CERTIFICATION**

Date XXXXX, XXXX

Signature



Official stamp or seal

# Diploma Supplement

Full-Time MBA

### 1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

1.1 Full name	Test t.b.v. voorbeeld
1.2 Date of birth	January 2nd, 2023
1.3 Student identification number or code	00000000

### 2 INFORMATION IDENTIFYING THE QUALIFICATION

2.1 Name of qualification	Master of Business Administration
Title conferred	MBA
2.2 Main field(s) of study for the qualification	Business Administration
2.3 Name and status of awarding institution	Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
2.4 Name and status of institution administering studies	Refer to 2.3 above
2.5 Language(s) of instruction/examination	English

### 3 INFORMATION ON THE LEVEL OF THE QUALIFICATION

3.1 Level of qualification:	National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
3.2 Official length of program	11,5 months, 70 ECTS
3.3 Access requirement(s)	A bachelor's or master's degree or an equivalent, minimum 3 years' work experience, LTP/GMAT/GRE test, English proficiency test, successful interview.

### 4 INFORMATION ON THE CONTENTS AND RESULTS GAINED

4.1 Mode of study	Fulltime
4.2 Program requirements	Refer to Annex 1
4.3 Grading scheme, credit system and grade distribution guidance	Refer to Annex 3
4.4 Program details and the individual grades/marks/credits obtained	Refer to Annex 4
4.5 Overall classification of the Qualification	Graduated



## **Annex 1 - Curriculum**

### **Program profile**

The full-time 11,5-month MBA program (FTMBA) is a broad comprehensive 'general management' on NLQF/EQF-LLL level 7 (masters level) designed to prepare the students for a wide range of managerial roles worldwide. The program has a dual-focus, in which the emphasis is on both personal development and academic knowledge. This requires the students to apply their acquired knowledge, tools and skills to practical management settings. Key managerial competences such as teamwork, interpersonal relationships, communication and presentation, and leadership skills are acquired and assessed throughout the curriculum through various individual projects, group work, simulations, role-plays, case assignments, company visits and peer review sessions. A large proportion of the FTMBA study and assessment is undertaken in groups. The relatively small class size of the students group makes it possible to have considerable interaction during lectures and tutorials.

The first part of the curriculum covers a wide range of key functional areas where academic knowledge and insights are leading. In the second part, the program revolves around integrated business practices. The development of these business practices was inspired by extensive, qualitative research done with students and alumni of the program and in close consultation with the Nyenrode international board and program committee. Each business practice includes a 'European Immersion Module' during which participants visit and work with companies located in some of the most important cities across the continent. These destinations are revised on a yearly basis following European and global market trends.

An important feature of the program is to enable students' experience in international business by working with international companies and following global experience modules that span the continent of Europe. In addition, innovation, sustainability and building research, analytical, and consultancy skills are reflected in different courses in the program, as well as in extracurricular activities. Nyenrode FTMBA students are individuals who are eager to continuously develop themselves further and advance in or change the direction of their careers, and who are internationally oriented and ambitious. Our students have to be able to cope with academic and intellectual challenges. They must be flexible and able to adapt easily to new circumstances and environments. They need to be looking for an intensive and international study experience, aimed at broadening their personal and professional network and exploring new opportunities. Our FTMBA program satisfies the needs of people who are looking for a life-changing learning experience in developing their social, academic and managerial skills, finding a new dimension in self-awareness, and who want to obtain an MBA title after completing their studies. They should also want to be taken out of their personal and professional comfort zones and be exposed to a diversity of cultures, behavioral patterns and ways of thinking.

The full-time MBA program is located at Nyenrode Business Universiteit's premises in the historic heart of Amsterdam. The location submerges students into a European business hub, not only bringing them into closer reach of numerous international and national organizations based in the Amsterdam Business District, but also exposing them to innumerable networking opportunities through Nyenrode's network, including events organized at Nyenrode premises in Amsterdam aimed at local and international organizations, Alumni events, breakfast sessions, Nyenrode Incubator, to name a few. The opportunity to live and study in Amsterdam and to connect with companies operating across the continent prepares the participants of the FTMBA for a successful career in Europe. The connection that the program offers with European business is strengthened by the 'Meet the CEO' sessions that are attended by the FTMBA students throughout the course's duration. During these sessions, students gather in teams to present innovative ideas to executives of companies.

A 'fixed time-fixed quality' feature characterizes the FT MBA program. This means that the program must be successfully completed within the time allotted. In order to be awarded the FT MBA degree, graduate students need to have a passing grade for each whole course in the curriculum. Below an overview of the learning outcomes will be given.

## Learning outcomes

Leadership Development (Personal)	<ul style="list-style-type: none"> <li>• Student should be guided through four stages of "experiential learning":               <ol style="list-style-type: none"> <li>1. Concrete experience</li> <li>2. Observation and reflection</li> <li>3. Forming abstract concept</li> <li>4. Testing in new situations (Kolb);</li> </ol> </li> <li>• Students should be faced with experiences that stimulate confidence in ability to produce effects / results and should develop the ability to formulate a clear image of the aspired future.</li> </ul>
Leadership Development (Teamship)	<ul style="list-style-type: none"> <li>• How team leadership forms the link between their teams and the rest of the organisation;</li> <li>• Based on Tuckman's group development model "forming, storming, norming, performing";</li> <li>• Understand one's own unique style and how to best contribute to overall effectiveness of the team;</li> <li>• Experience and reflect on leading teams, as well as being led by others;</li> <li>• Experience and reflect on benefits and challenges of mixed teams (experiences, cultures, personalities, etc.);</li> <li>• Understand the importance of motivation in teams, and practice motivational techniques</li> </ul>
International/Global Development	<ul style="list-style-type: none"> <li>• Understand how cultures affect business practices;</li> <li>• Understand and be capable of aligning / coping with cultural differences in business and personal settings;</li> <li>• Understand how economies affect each other, and factors influencing and threatening the global economy;</li> <li>• Identify how one can have and exercise international or global influence</li> </ul>
Intra-/ Entrepreneurial Development	<ul style="list-style-type: none"> <li>• Identify and understand the intra-/entrepreneurial cycle, typical characteristics of entrepreneurs, and the types of skills required for success;</li> <li>• Understand the shapes and forms intra-/entrepreneurship can take, and the roles they play in organizations/ economies;</li> <li>• Identify and evaluate a business concept and model, how to write a successful business plan;</li> <li>• Identify key success factors and how to identify / bring together the necessary resources;</li> <li>• Understand how to value and finance a venture, as well as the options for a venture's future (Growth? IPO? M&amp;A? etc)</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Understand the importance of, and be able to create, communication that is clear, concise and persuasive (oral and written);</li> <li>• Understand key cultural considerations in communicating, and be able to incorporate them into business and personal communications;</li> <li>• Differentiate between and use appropriate communications styles in various situations (personal, business, political, etc.);</li> <li>• Communicating in situations involving crises, negotiations, cultural differences, and under high pressure;</li> <li>• Practice communicating orally (presentations) and in written form (reports, cases)</li> </ul>
Analytical and Critical Thinking Skills	<ul style="list-style-type: none"> <li>• Visualize, articulate, and solve complex problems and concepts, and make appropriate decisions based on available information;</li> <li>• Application of logical reasoning to gathering / analyzing information, designing / testing solutions, and formulating plans;</li> <li>• Identify and apply appropriate models to any situation, in order to achieve results more quickly or more effectively;</li> <li>• Practice four types of skill: systems thinking, organizational knowledge, problem identification, problem analyzing/solving</li> </ul>
Strategic Thinking	<ul style="list-style-type: none"> <li>• Develop a viable long-term vision, and translate this vision into specific day-to-day operational activities;</li> <li>• Understand how external factors (the market environment, economic forces, technological influences, and governmental/legal variables) can affect the continued viability of a vision/plan, and be able to adapt vision and activities accordingly;</li> <li>• How SWOT analyses (and other important models) support the strategic planning process;</li> <li>• Understand the importance of contingency plans, and learn to evaluate / identify when they should be used</li> </ul>
Stewardship	<ul style="list-style-type: none"> <li>• Stewardship is seen in line with the increased importance of ethics, corporate governance and sustainability in both education and research.</li> <li>• Stewardship indicates responsibility for the business community, the businesses themselves and the people working in it.</li> </ul>

## **Annex 2 - Additional information about Nyenrode Business Universiteit**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. Nyenrode is the only approved private university in the Netherlands.

### **Mission**

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

### **Quality Assurance**

Quality Assurance at Nyenrode is carried out through a system of quality assurance by several bodies.

#### **Internal**

To assure quality within the programs several committees are installed to monitor the performance including the academic quality and assessment aspects of the Nyenrode programs:

**Program Committee**: faculty & students, appointed by the Rector. Provides advice (solicited or unsolicited) to Program Management.

**Program Advisory Board**: members are from the corporate world and assure that the recent developments in their sector are incorporated in the programs.

#### **International**

##### **AMBA**

The MBA programs at Nyenrode are internationally recognized MBA programs, accredited by the Association of MBAs (AMBA), the leading international system of quality assessment and improvement of MBA programs worldwide (<https://www.associationofmbas.com>)

##### **EQUIS**

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. ([EQUIS Institutional Accreditation system - EFMD Global](#)).

**National Qualifications Frameworks**

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the [National Coordination Point NLQF](#), which is the organization responsible for the development and implementation of the NLQF.

### Annex 3 Grading scheme, credit system and grade distribution guidance

For all programs, degree, and MBA (although the latter is not a degree in the sense of the WHW), Nyenrode Business Universiteit uses the Dutch grading scheme and credit systems.

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given.

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The academic year is 42 weeks long.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: b 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6). (For more details on Thesis grading: refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade, then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course and converted to a 4.0 scale using the table above.

**Exemptions**

The Exam Committee may grant exemptions for courses which have been successfully completed to the appropriate academic level at previous educational institutions. Requests for exemptions must be submitted to Program Management at least one month before the start of the course in question, including the course outline of the relevant course(s) at the student's previous education. Program Management will then ask the Exam Committee for a decision.

Exemptions may be granted on the basis of a comparison between the courses of the Master of Business Administration program and the student's previously acquired skills and knowledge.

Exemptions will not be included in the calculation of the GPA (if applicable). Students may submit a request for exemption from a course to Program Management via [ftmba@nyenrode.nl](mailto:ftmba@nyenrode.nl)

The Exam Committee may also decide to grant a partial exemption.

**Degree**

A degree is granted for a completed program when all examinations are passed within the time allotted.

**Cum Laude**

In order to graduate with distinction (cum laude), the student has to meet the following criteria:

- 1) pass all courses at the first attempt, achieving a minimum of 7.00 before rounding. If the first attempt resulted in a 7.00 or higher the student is allowed, within the cum laude framework, to attempt to achieve a higher grade (see art. 11.13);
- 2) a final grade for the Company Project of at least 8.00 before rounding;
- 3) a weighted average overall grade of at least 8.00 before rounding in all courses of the program.

Results that are not expressed in numbers are not taken into account when calculating the cum laude (the *judicium*). If a student has been found guilty of academic misconduct the possibility to graduate cum laude is no longer applicable. The Exam Committee is notified of all cum laude *judicia*.

**Annex 4**
**Program details and the individual grades/ECTS obtained.**


---

**Name** : \*\*\*  
**Date and Place of Birth** : \*\*\*, \*\*\*, \*\*\*  
**Program** : Full-Time MBA  
**Degree** : Master of Business Administration (MBA)  
**Date** : August 30th, 2021

---

Course / Module	Grade	ECTS
<u>Fundamentals of Business and Management</u>		
Analytical Business Tools	7	2.5
Strategy	7	2.5
Accounting	8	2.0
Marketing Strategy	9	3.0
Human Resource Management	7	2.5
Big Data & Analytics in Business	7	3.0
Corporate Financial Management	8	3.0
Process & Operations Management	8	3.0
<u>Practices of Business and Management</u>		
Strategic Financial Management	8	5.5
European Immersion Module: SFM	Pass	1.0
Value Chain Optimization	7	5.5
European Immersion Module: VCO	Pass	1.0
Innovation and Digitalization	8	5.5
European Immersion Module: I&D	Pass	1.0
Organizational Leadership & Talent Management	8	5.5
European Immersion Module - OLTM	Pass	1.0
Circulair Economy & Sustainable Development	9	5.5
European Immersion Module - CESD	Pass	1.0
Applied Research Methodology	Pass	1.0
Personal Leadership Development Journey	8	5.5
Meet the CEO	8	4.0
<u>Final Project</u>		
Company Project	8.5	5.5
<b>Total</b>		<b>70.0</b>

---

**CERTIFICATION**

Date August 30th, 2021  
 Signature

Capacity Chair of the Exam Committee General Management  
 XXXXXXXXX

Official stamp or seal

# Diploma Supplement

Executive MBA

**1 INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION**

1.1 Full name	Test t.b.v. voorbeeld
1.2 Date of birth	January 2nd, 2023
1.3 Student identification number or code	00000000

**2 INFORMATION IDENTIFYING THE QUALIFICATION**

2.1 Name of qualification	Executive MBA
Title conferred	MBA
2.2 Main field(s) of study for the qualification	Business Administration
2.3 Name and status of awarding institution	Universiteit Nyenrode B.V. (Nyenrode Business Universiteit, private university, state recognized institution).
2.4 Name and status of institution administering studies	Refer to 2.3 above
2.5 Language(s) of instruction/examination	English

**3 INFORMATION ON THE LEVEL OF THE QUALIFICATION**

3.1 Level of qualification:	National Qualifications Framework for Higher Education; Level 7 NLQF and EQF for LLL.
3.2 Official length of program	21 months, 80 ECTS credits
3.3 Access requirement(s)	A bachelor's or or equivalent, minimum of five years' work experience, LTP/GMAT/GRE test, English proficiency test, successful interview

#### **4 INFORMATION ON THE CONTENTS AND RESULTS GAINED**

4.1 Mode of study	Parttime
4.2 Program requirements	Refer to Annex 1
4.3 Grading scheme, credit system and grade distribution guidance	Refer to Annex 3
4.4 Program details and the individual grades/marks/credits obtained	Refer to Annex 4
4.5 Overall classification of the Qualification	Graduated

#### **5 INFORMATION ON THE FUNCTION OF THE QUALIFICATION**

5.1 Professional status	Qualified for a profession related to the field of study.
-------------------------	---

#### **6 ADDITIONAL INFORMATION**

6.1 Additional information	The program is accredited by the Association of MBAs (AMBA), London, United Kingdom. On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), Brussels, Belgium
6.2 Further information sources	Nyenrode Business Universiteit, P.O. Box 130, 3620 AC Breukelen, The Netherlands, <a href="http://www.nyenrode.nl">www.nyenrode.nl</a> . Refer also to Annex 2.

<b>7 CERTIFICATION OF THE SUPPLEMENT</b>	Refer to Annex 4.
--	-------------------

## Annex 1 – Curriculum

### Program profile

The Executive MBA program (EMBA) is delivered in less than 2 years and consists of a series of intensive, one or two-week modules, following a timetable of spring-summer-fall twice over, leading to the award of a Master of Business Administration degree. The program's mission is to accelerate the professional and personal growth of our students and to enhance their career. The program provides students with the skills they need to become entrepreneurial managers with the ability to lead in any environment. It aims to develop managers who empower, motivate and inspire colleagues, while building and maintaining a network within and outside any organization. Students develop the skills that allow them to identify and solve potential problems. These skills will be directly applicable to their organization, ensuring that their study does not delay their career but enhances it.

The content is divided across a series of modules and encompasses all disciplines of business administration: Strategy with an emphasis on digital transformation and disruptive technologies, Accounting, Finance, Marketing, HRM, and Operations. A distinctive feature of the Nyenrode EMBA is the strong emphasis placed on Leadership, Entrepreneurship and Stewardship throughout the program. In each module of the program, the coursework is divided into three phases:

- Pre-module preparation: students are expected to study relevant theories and work on precourse assignments in their own time.
- On-campus modules: these modules typically commence with an exam to assess the selfstudy preparation. During the modules, students analyze business case studies in small teams, take part in simulations, engage in presentations and discussions, and interact with guest speakers. Sessions are geared towards interaction, overcoming obstacles and weaknesses and gaining insight. In short, all learning activities that students are unable to undertake alone, take place during the modules.
- Post-module work: courses typically conclude with post-course assignments and occasionally an exam at the start of the next module. A typical course in the EMBA program has around 21 contact hours and 70 study hours.

The EMBA program has introduced a Career and Personal Leadership Development Journey, which has been incorporated into the curriculum. Leadership is an important aspect of the program, and requires students to first understand their own personal leadership style. Through a series of reflective essays that highlight areas of the core curriculum, students are asked to examine their own behavior in relation to the topic at hand (for example, their own innovative behavior). This is supported by regular group sessions to help students reflect and examine themselves. The added benefit is it trains students to be able to coach others, and they acquire a variety of interpersonal skills.

The program also pays attention to social responsibility. The program includes a course on Business Ethics and Corporate Governance and Sustainability in Business, and in several courses (e.g. Entrepreneurship) attention is paid to topics such as sustainable business and social venturing. Students are encouraged to embark on a social responsibility project as a class before they participate in the module in South Africa.

**Learning outcomes**

The intended learning outcomes of the EMBA are:

- To enhance and develop previous relevant experience in business and management.
- To prepare participants for leadership and transformational roles in business.
- To develop strategic thinking, innovation and entrepreneurial skills.
- To develop an understanding and provide experience of global business issues.
- To develop the ability to apply previous and newly acquired knowledge and experience to complex business issues in a range of contexts.
- To develop knowledge, at an advanced level, of organizations, their management and the environment in which they operate.
- To develop interpersonal and group-working skills.
- To encourage lifelong learning and personal development.

These overall ILOs are translated by faculty into specific ILOs for each course of the EMBA. The ILOs are described in the course outlines, which are communicated to participants and staff before the start of each course.

Without exception, all the courses must be completed in order for students to be awarded the title Master of Business Administration.

## **Annex 2 - Additional information about Nyenrode Business Universiteit**

Nyenrode Business Universiteit in Breukelen is a research university. Nyenrode was granted university status in 1982 by the Dutch Ministry of Education. Nyenrode is the only approved private university in the Netherlands.

### **Mission**

Nyenrode Business Universiteit's mission is serving society by shaping responsible leaders.

Nyenrode's educational purpose reaches beyond the transfer and creation of knowledge by also emphasizing the need to build one's character and focus on attitude and personal skills. In Nyenrode's educational philosophy, academic rigor based on solid theory is combined with personal development and practical relevance.

Nyenrode's core values are Leadership, Entrepreneurship and Stewardship (LES). Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. Stewardship holds an essential role in the trinity by balancing leadership and entrepreneurship with a sense of responsibility for all stakeholders involved, taking their best interest at heart.

### **Quality Assurance**

Quality Assurance at Nyenrode is carried out through a system of quality assurance by several bodies.

### **Internal**

To assure quality within the programs several committees are installed to monitor the performance including the academic quality and assessment aspects of the Nyenrode programs:

**Program Committee**: faculty & students, appointed by the Rector. Provides advice (solicited or unsolicited) to Program Management.

**Program Advisory Board**: members are from the corporate world and assure that the recent developments in their sector are incorporated in the programs.

### **International**

#### **AMBA**

The MBA programs at Nyenrode are internationally recognized MBA programs, accredited by the Association of MBAs (AMBA), the leading international system of quality assessment and improvement of MBA programs worldwide (<https://www.associationofmbas.com>)

#### **EQUIS**

On an institutional level, Nyenrode has been awarded the EQUIS accreditation of the EFMD (European Foundation for Management Development), the leading international system of quality assessment, improvement, and accreditation of higher educational institutes that are primarily devoted to management education. ([EQUIS Institutional Accreditation system - EFMD Global](#)).

**National Qualifications Frameworks**

An important tool to facilitate the recognition of foreign qualifications is using overarching qualifications frameworks as a translation tool through which qualifications awarded in one country can be compared to qualifications awarded abroad. A comprehensive overarching framework used in the European Economic Area is the European Qualifications Framework for Lifelong Learning (EQF-LLL). The EQF-LLL describes the learning outcomes associated with qualifications at eight different levels and is used as a common reference framework to assist in comparing national qualifications systems and their levels. The qualifications framework in the Netherlands is referred to as the Dutch Qualifications Framework (NLQF). The NLQF was officially referenced to the EQF in 2012. The NLQF has a total of nine levels: an "entry level" which is below level 1 of the EQF-LLL and therefore not referenced to the EQF-LLL, and 8 levels which are referenced to the 8 levels of the EQF. You can find more information on the Dutch Qualifications Framework on the website of the [National Coordination Point NLQF](#), which is the organization responsible for the development and implementation of the NLQF.

### Annex 3 Grading scheme, credit system and grade distribution guidance

For all programs, degree, and MBA (although the latter is not a degree in the sense of the WHW), Nyenrode Business Universiteit uses the Dutch grading scheme and credit systems.

The Dutch grading system, used from elementary through university education, is the 1 to 10 scale given in the following table, in which 10 is the highest grade, 6 the minimum pass, and 1 the lowest grade. 9s are seldom given and 10s are extremely rare, grades 1-3 are hardly ever given.

A student's workload is measured in ECTS credits. According to Dutch law, 1 credit represents 28 hours of work and 60 credits represents 1 year of full-time study. The academic year is 42 weeks long.

The grades for completed courses are expressed in whole numbers, except for the Thesis. Any rounding required is calculated as follows:

Up to a .5 is rounded down to the next whole number (example: b 5.49 is rounded down to a 5).

From a .5 is rounded up to the next whole number (example 5.50 is rounded up to a 6). (For more details on Thesis grading: refer to the Thesis Guidelines.)

A grade of 5.50 or higher constitutes a pass. For the Thesis a 6.00 or higher is a pass.

The whole course threshold grade is "5.50" before rounding, with a minimum of 5.50 on all graded components of assessment. If a student receives a whole course grade below the threshold grade, then the course examination requirements have not been met.

The exception to the above rule applies to the grading of the Thesis, for which the threshold is "6.00" for the whole grade, before rounding. The rules and regulations pertaining to the grading of the Thesis are outlined in the Thesis Guidelines issued by Program Management. The Thesis Guidelines are an addendum to these Rules and Regulations and therefore legally binding.

For international transcript purposes whole course grades before rounding awarded at Nyenrode Business Universiteit are converted to letter grades in accordance with the following table:

NL	VS	GPA
10	A+	4.0
9	A+	4.0
8.5	A+	4.0
8	A	4.0
7.5	A	4.0
7	B+	3.3
6.5	B	3.0
6	C	2.0
5.5	D	1.0
5	F	0.0
4	F	0.0
3	F	0.0
2	F	0.0
1	F	0.0

These letter grades are weighted according to the number of GPA (Grade Point Average) credits allotted to each course and converted to a 4.0 scale using the table above.

### Degree

A degree is granted for a completed master's program when all examinations are passed.

***Cum Laude***

In order to graduate with distinction (cum laude), the student has to meet the following criteria:

1. pass all courses at the first attempt, achieving a minimum of 7.00 before rounding. If the first attempt resulted in a 7.00 or higher the student is allowed, within the cum laude framework, to attempt to achieve a higher grade (see art. 11.13);
2. a final grade for the Final Project of at least 8.00 before rounding;
3. a weighted average overall grade of at least 8.00 before rounding in all courses of the program

Results that are not expressed in numbers are not taken into account when calculating the cum laude (the judicium). If a student has been found guilty of academic misconduct the possibility to graduate cum laude is no longer applicable. The Exam Committee is notified of all cum laude judicia.

**Annex 4 Program details and the individual grades/ECTS obtained.**

Name : Test t.b.v. voorbeeld  
 Date and Place of Birth : January 1st, 2000, XXXX, XXXXXX  
 Program : Executive MBA  
 Degree : Master of Business Administration (MBA)  
 Date : XXXXXXXX, XXXX

Course / Module	Grade	ECTS
<u>Main Courses</u>		
Strategic Leadership		2,5
Marketing Strategy		2,5
Quantitative Methods		2,5
Intro to Personal Leadership Development Journey Managerial Economics		1,0
Financial Accounting and Reporting		2,5
Global sourcing in China		6,5
Foundations of Finance		2,5
Management Accounting & Control		1,8
Research Methodology		4,0
PLDJ-Personal Leadership		2,5
Management Communication Skills		2,5
Advanced Human Resource Management		1,8
Economics and Entrepreneurship in South Africa		6,5
Operations Management		2,5
Organizational Dynamics and Leadership		2,5
Innovation & Digitalization		6,5
Corporate Finance		2,1
Entrepreneurial Management		3,5
PLDJ		1,0
Strategic Management		2,5
Sustainable Business & Leadership		1,8
<u>Final Project</u>		
Final Project		16
Total		80

**CERTIFICATION**

Date XXXXX, XXXX

Signature

Capacity

**5.1.2e**

Official stamp or seal



**NYENRODE**  
BUSINESS UNIVERSITEIT

9f.

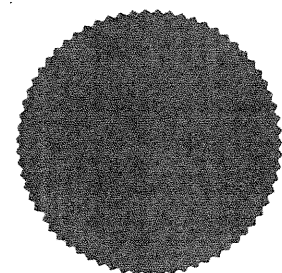
**T**HE RECTOR MAGNIFICUS AND THE CHAIR OF THE  
EXAM COMMITTEE OF THE NYENRODE BUSINESS UNIVERSITEIT  
have conferred upon

XXXXXX

born on .....

the degree of

**MASTER OF BUSINESS ADMINISTRATION**



with all the honors, rights and privileges pertaining thereto.

Given under the seal of the Nyenrode Business Universiteit, Breukelen,  
the Netherlands, on the 2<sup>nd</sup> day of September 2022.

512e

Accreditations:  
AMBA London, United Kingdom  
EQUIS Brussels, Belgium

512e



**NYENRODE**  
BUSINESS UNIVERSITEIT

9g.

Nyenrode Business Universiteit  
declares that

A

has successfully completed the module  
**Digital Strategy and Transformation**  
part of  
Modular Executive MBA in Business & IT

Breukelen, the Netherlands, 17 July 2022

5.1.2.e

Accreditations:  
AMBA: London, United Kingdom  
EQUIS: Brussels, Belgium

5.1.2.e

From: [REDACTED] 5.1.2.e @nyenrode.nl>  
 Sent Date: Mon Jan 23 14:48:31 2023  
 To: [REDACTED] 5.1.2.e  
 CC: [REDACTED] 5.1.2.e  
 Subject: RE: [EXT]: voorbeeldzinnen voor de link tussen accreditatie en graad  
 Attachments: image005.png(77KB)

Beste [REDACTED] 5.1.2.e

Veel dank voor deze snelle reactie en flexibiliteit om a tempo te reageren.  
 Zeer gewaardeerd,

Hartelijke groet,

[REDACTED] 5.1.2.e

Met vriendelijke groet / kind regards,

[REDACTED] 5.1.2.e



Postbus 130  
 3620 AC Breukelen  
 The Netherlands

T: [REDACTED] 5.1.2.e  
 E: [REDACTED] 5.1.2.e@nyenrode.nl

From: [REDACTED] 5.1.2.e @owinsp.nl>  
 Sent: maandag 23 januari 2023 14:14  
 To: [REDACTED] 5.1.2.e  
 [REDACTED] 5.1.2.e @nyenrode.nl>  
 Cc: [REDACTED] 5.1.2.e @owinsp.nl>  
 Subject: RE: [EXT]: voorbeeldzinnen voor de link tussen accreditatie en graad

Beste [REDACTED] 5.1.2.e

Dank je voor het voorbeeldgetuigschrift met de nieuwe toevoeging. Ik kan je bij deze laten weten dat – na de wijziging van Master in Business Administration in Master of Business Administration – jullie hiermee voldoen aan de kenbaarheidseisen behorende bij de BWR en dat de Inspectie van het Onderwijs akkoord is met deze toevoeging:

**These accreditations are the legal basis for granting the degree Master of Business Administration.**

Met vriendelijke groet,

[REDACTED] 5.1.2.e

[REDACTED] 5.1.2.e

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsstr. 3511 BT Utrecht  
200  
Postbus 2730 3500 GS Utrecht  
M 06 5.1.2.e  
E 5.1.2.e@owinsp.nl

Aanwezig op 5.1.2.e

Van: 5.1.2.e@nyenrode.nl>

Verzonden: maandag 23 januari 2023 14:06

Aan: 5.1.2.e

5.1.2.e@nyenrode.nl>

CC: 5.1.2.e@owinsp.nl>

Onderwerp: RE: [EXT]: voorbeeldzinnen voor de link tussen accreditatie en graad

Hallo 5.1.2.e

Excuus, ik zie dat ik in mijn mail hieronder abusievelijk Master in Business Administration heb vermeld, in plaats van Master of Business Administration.

De juiste zin luidt:

**These accreditations are the legal basis for granting the degree Master of Business Administration.**

Dit is ook aangepast in de bijlage.

Vriendelijke groet,

5.1.2.e

Nyenrode Business Universiteit - 5.1.2.e  
5.1.2.e

Straatweg 25 - 3621 BG  
Breukelen, The Netherlands  
M: 5.1.2.e  
5.1.2.e@nyenrode.nl  
[www.nyenrode.nl](http://www.nyenrode.nl)

5.1.2.e

From: 5.1.2.e

Sent: maandag 23 januari 2023 13:46

To: [REDACTED] 5.1.2.e  
5.1.2.e @nyenrode.nl<>  
Cc: [REDACTED] 5.1.2.e @owinsp.nl<>  
Subject: RE: [EXT]: voorbeeldzinnen voor de link tussen accreditatie en graad

Beste [REDACTED] 5.1.2.e

Dank voor jouw mail van 20 januari jl. waarin je een aantal voorbeeldzinnen aangeeft die we kunnen gebruiken om de link tussen de graad die op het diploma staat vermeld en de grondslag daarvan, verder te concretiseren. We stellen voor om aan ons diploma de volgende zin toe te voegen:

**These accreditations are the legal basis for granting the degree Master in Business Administration.**

Bijgaand tref je het concept daartoe aan.

We ontvangen graag jullie reactie op het voorstel.

Vriendelijke groet,

[REDACTED] 5.1.2.e

Nyenrode Business Universiteit - [REDACTED] 5.1.2.e  
[REDACTED] 5.1.2.e

Straatweg 25 - 3621 BG  
Breukelen, The Netherlands  
M: [REDACTED] 5.1.2.e  
[REDACTED] 5.1.2.e @nyenrode.nl  
[www.nyenrode.nl](http://www.nyenrode.nl)

Aanwezig op [REDACTED] 5.1.2.e

From: [REDACTED] 5.1.2.e @owinsp.nl<>  
Sent: vrijdag 20 januari 2023 14:27  
To: [REDACTED] 5.1.2.e  
[REDACTED] 5.1.2.e @nyenrode.nl<>  
Cc: [REDACTED] 5.1.2.e @owinsp.nl<>  
Subject: [EXT]: voorbeeldzinnen voor de link tussen accreditatie en graad

Beste [REDACTED] 5.1.2.e

Zoals eerder vandaag toegezegd stuur ik jullie hier een aantal voorbeeldzinnen voor op het diploma. Het gaat er om dat de link tussen de graad die op het diploma staat vermeld en de wettelijke grondslag duidelijk is. In dit geval zien we het accreditatieorgaan als basis voor de wettelijke grondslag. Enkele voorbeeldzinnen noemen de WHW als wettelijke basis. In jullie geval zou dat dan AMBA zijn. Deze kunnen daarop worden aangepast.

We zullen zo snel mogelijk reageren op jullie nieuwe voorstel. Dat zal dan maandag de 23<sup>e</sup> of dinsdag de 24<sup>e</sup> zijn.

Met vriendelijke groet,

[REDACTED] 5.1.2.e

These accreditations are the legal basis for granting the degree.

Ingevolge van (of op grond van) artikel... van de whw heeft betrokkene recht op het voeren van de titel.

Ingevolge van (of op grond van) artikel... van de whw wordt betrokkene de graad: master verleend.

Dit getuigschrift wordt uitgereikt op grond van artikel 7.11 lid 2 van de WHW met inachtneming van de onderwijs- en examenregeling van de opleiding.

**5.1.2.e**

Inspecteur hoger onderwijs



Inspectie van het Onderwijs

St. Jacobsstr. 3511 BT Utrecht  
200

Postbus 2730 3500 GS Utrecht

M 06 **5.1.2.e**

E **5.1.2.e** [info@winasp.nl](mailto:info@winasp.nl)

Aanwezig op **5.1.2.e**

From: 5.1.2.e  
 Sent Date: Fri Feb 10 16:57:24 2023  
 To: 5.1.2.e  
 CC: 5.1.2.e  
 Subject: RE: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA  
 Attachments: Definitief Verslag Nyenrode met aanvullingen\_10022023.pdf(111KB)

Beste 5.1.2.e

Wij hebben jullie toevoeging overgenomen. Bij deze stuur ik je het definitieve verslag. We zullen formeel nog een controle doen van jullie website rond 1 maart, maar ik ga er vanuit dat we daarna de casus kunnen afsluiten. Dank jullie voor jullie medewerking.

Met vriendelijke groet, mede namens 5.1.2.e

5.1.2.e

5.1.2.e

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsstr. 3511 BT Utrecht  
 200

Postbus 2730 3500 GS Utrecht

M 06 5.1.2.e

E 5.1.2.e@owinsp.nl

Aanwezig op 5.1.2.e

Van: 5.1.2.e@nyenrode.nl>

Verzonden: woensdag 8 februari 2023 12:20

Aan: 5.1.2.e

5.1.2.e@nyenrode.nl>

CC: 5.1.2.e@owinsp.nl>

Onderwerp: RE: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste 5.1.2.e

Zoals ik vorige week donderdag aangaf, hebben we jullie verslag besproken, evenals jullie verzoek om de website van de MBA op een paar punten aan te passen. Voor dit laatste geldt dat wij hiermee aan de slag zullen gaan en dat het geen probleem is om dit voor 1 maart a.s. te doen.

Ten aanzien van het verslag willen we graag een toevoeging voorstellen op de laatste alinea van pagina 6. Het gaat om de dikgedrukte blauwe tekst hieronder:

Nyenrode heeft 23 januari – zoals afgesproken – een voorbeeld getuigschrift aan de inspectie voorgelegd.

Daarin staat de link tussen accreditatieorganisaties en de verleende graad duidelijk aangegeven door het opnemen van de zin:

These accreditations are the legal basis for granting the degree Master of Business Administration De

inspectie heeft Nyenrode op 23-2-2023 via een e-mail laten weten dat het getuigschrift van Master of Business Administration met deze toevoeging naar het oordeel van de inspectie voldoet aan de kenbaarheidsvereisten.

We vernemen graag of dit mogelijk is.

Tot slot wil ik jullie mede namens **5.1.2.e** en **5.1.2.e** bedanken voor de prettige communicatie in dit dossier.

Vriendelijke groet,

**5.1.2.e**

Nyenrode Business Universiteit – **5.1.2.e**  
**5.1.2.e**



Straatweg 25 - 3621 BG  
Breukelen, The Netherlands  
M: +31 6 **5.1.2.e**  
**5.1.2.e** [info@nyenrode.nl](mailto:info@nyenrode.nl)  
[www.nyenrode.nl](http://www.nyenrode.nl)

**5.1.2.e**

From: **5.1.2.e** <[5.1.2.e@winso.nl](mailto:5.1.2.e@winso.nl)>

Sent: dinsdag 31 januari 2023 12:08

To: **5.1.2.e** <[5.1.2.e@nyenrode.nl](mailto:5.1.2.e@nyenrode.nl)>

Cc: **5.1.2.e** <[5.1.2.e@winso.nl](mailto:5.1.2.e@winso.nl)>

Subject: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste **5.1.2.e**

Bij deze stuur ik jullie het (aangepaste) verslag van het overleg van 4 november, aangevuld met een kort verslag van het overleg van 20 december en 20 januari. Als jullie akkoord zijn met het verslag, maken we het definitief.

Daarnaast verzoeken we jullie om nog een paar kleine aanpassingen te doen op de website. Dit is in lijn met datgene we vragen om op het diploma aan te passen, namelijk het verduidelijken van de link tussen enerzijds de graad MBA en anderzijds de wettelijke grondslag van die graad.

\* Op jullie website staat bij alle MBA's onder de knop 'introductie' de twee accreditatieorganisaties genoemd. Zouden jullie daar ook de landen willen noemen waar de organisaties gevestigd zijn? Zie bijvoorbeeld:

Locatie	Startdatum	Duur
Online	Vrijdag 8 januari	1-7 jaar
Wekelijkse studie	Colleges	Talen
6-8 uur (excl. college)	3x2 dagen per module	Engels
Investering	Accreditaties	
€ 6.495 (incl. vijf per module mod. bepaalde modules*)	EQUIS, AMBA	

\* Bij alle MBA's, behalve bij de fulltime MBA, staat in de lopende tekst, onder de knop 'introductie' de titel genoemd die met de opleiding behaald kan worden, bijvoorbeeld:

## Wat levert het je op?

Titel: MBA.

Je leert je persoonlijke leiderschapsstijl diepgaand kennen.

Internationale kijk op bedrijfskunde en management.

Je ontwikkelt een visie op de toekomst en jouw rol daarin.

Opleiding met een AMBA- en EQUIS-accreditatie.

Intensieve band met je medestudenten en een sterk netwerk.

Of

Ga voor je MBA-titel met de volledige Executive MBA of volg een of meer modules voor een snelle upgrade van jouw kennis.

Als een titel wordt genoemd, dan moet het ook op de website duidelijk zijn op welke wettelijke grondslag de graad wordt verleend die het voeren van de titel mogelijk maakt. Met andere woorden, deze tekst moet ook voldoen aan de kenbaarheidseisen. Dat betekent dat in dit geval duidelijk moet zijn welke accreditatieorganisatie de grondslag is voor het verlenen van de graad. In het eerste voorbeeld zou bolletje 5 kunnen verschuiven naar bolletje 2 (dus direct onder 'Titel'). Bij '*Opleiding met een AMBA- en EQUIS-accreditatie*' kan dan een iets andere formulering opgenomen worden, waaruit blijkt dat deze accreditaties de grondslag vormen op basis waarvan de graad wordt verleend. Bij voorbeeld 2 zou een zin kunnen worden toegevoegd waaruit eveneens blijkt welke accreditaties de grondslag vormen op basis waarvan de graad wordt verleend.

Is het voor jullie mogelijk om deze aanpassingen eind februari doorgevoerd te hebben? Dan kunnen wij een laatste check doen en sluiten dan deze casus af. Mocht meer tijd noodzakelijk zijn, dan horen we dat graag. Ook als er nog onduidelijkheden zijn, horen we dat graag.

Met vriendelijke groet,

5.1.2.e

5.1.2.e

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsvliet 3511 GJ Utrecht

Postbus 2770 3500 GS Utrecht

M 04 5.1.2.e

E 5.1.2.e [www.iaio.nl](#)

Aankwint op

5.1.2.e



Inspectie van het Onderwijs  
Ministerie van Onderwijs, Cultuur en  
Wetenschap

**Contactpersoon**

5.1.2.e

Inspecteur hoger onderwijs

**Datum**

10 februari 2023

**Onze referentie**

5.1.2.e

**Auteur verslag**

5.1.2.e

# verslag

Omschrijving

Gesprek Namen en Graden opleiding MBA

Vergaderdatum en -tijd

4 november 2022, 20 december 2022, 20 januari 2023

Vergaderplaats

Teams

Aanwezig

Nyenrode Business Universiteit: 4-11 en 20-12 5.1.2.e

5.1.2.e

4-11, 20-12 en 20-1 5.1.2.e

5.1.2.e

; 20-12 en 20-1: 5.1.2.e

5.1.2.e

IvhO: 5.1.2.e inspecteur ho, 5.1.2.e  
inspecteur ho

## Verslag van gesprek dd. 4-11-2022

Na een voorstelronde geeft 5.1.2.e informatie over de werkgroep WNG. Deze werkgroep doet op basis van signalen onderzoek naar graadverlening, naamvoering en informatieverstrekking bij instellingen en onderwijsaanbieders. Er wordt toegelicht dat dit gesprek bedoeld is om in eerste instantie voldoende informatie in te winnen, om helder te krijgen hoe zaken precies in elkaar zitten. In dit gesprek wil de inspectie graag informatie over 2 punten opvragen en een punt onder de aandacht wil brengen:

1. Informatie over de wettelijke grondslag van de graadverlening bij de MBA's.
2. De overeenkomst en of verschillen tussen de Engelstalige en Nederlandstalige master accountancy.
3. De categorisering op de website van de programma's op masterniveau.

5.1.2.e stelt verduidelijkingsvragen ten aanzien van de status van dit gesprek. Er wordt aangegeven dat dit gesprek valt in de fase van een minnelijk traject. Later in het traject kan geconstateerd worden of zaken wel of niet in lijn zijn met de Wet Namen en Graden (WNG), kan er al dan niet verzocht worden tot aanpassing van gegevens/zaken en mogelijk een onderzoeksrapport opgesteld gaan worden met een eventuele boete vanuit het ministerie OCW als gevolg.

## 1. MBA's

5.1.2.e geven aan dat MBA-afgestudeerden van Nyenrode Business Universiteit (verder Nyenrode) een certificaat ontvangen, dus geen getuigschrift op basis van de WHW. Zij zien dit niet als een master op basis van de WHW. Studenten ontvangen bij afstuderen geen mastertitel. De MBA programma's zijn geaccrediteerd door de AMBA en EQUIS. 5.1.2.e en 5.1.2.e geven aan dat dit intensieve en veeleisende accreditatietrajecten zijn en dat de opleidingen daardoor internationaal hoog aangeschreven staan. Deze accreditaties zijn wat hen betreft een soort branchekeurmerk, zijn wel in een (buiten)land gevestigd, maar vertegenwoordigen geen buitenlandse wet.

Er wordt gevraagd wat de BWR precies inhoudt. De BWR is niet gespecificeerd in de wet. Vandaar dat de inspectie geen inhoudelijk oordeel geeft over buitenlandse accreditatieorganisaties als AMBA of EQUIS, maar toezicht houdt vanuit onderstaande 3 kenbaarheidseisen (zie evt. [website Onderwijsinspectie](#)):

*Een graad op basis van een buitenlandse wettelijke regeling is geen WHW-graad. Indien hogescholen of universiteiten ervoor kiezen via deze weg graden te verlenen, dan hebben zij de plicht om (toekomstige) studenten hierover goed te informeren. Concreet betekent dit dat ze op de website en op de verleende graad (op getuigschrift) kenbaar moeten maken:*

- op welke (buitenlandse) accreditatie de opleiding (en dus graadverlening) is gebaseerd.*
- uit welk land de graad komt of welke buitenlandse instelling de graad verleent. Als geen specifiek land buiten Nederland of specifieke buitenlandse instelling aan de orde is, moet dit ook worden aangegeven.*
- dat de betreffende opleiding niet leidt tot een graad op basis van de Nederlandse wet op het Hoger Onderwijs (WHW).*

5.1.2.e geeft aan dat de MBA een *bijzonder beestje* is. Vanuit Nyenrode is al eerder aangekaart bij OCW dat de MBA niet past in de huidige WHW, bijvoorbeeld in het licht van de titel. Er is gevraagd of er wordt gewerkt aan een oplossing daarvoor. 5.1.2.e erkent het bijzondere karakter en dat een titel MBA voor het wetenschappelijk onderwijs in de wet niet verankerd is.

5.1.2.e	5.1.2.d
5.1.2.d	

## 2. Master accountancy

Er worden 2 master of science in Accountancy aangeboden waarvan op de site staat dat ze NVAO-geaccrediteerd zijn. Eén in het Engels en één in het Nederlands. Er staat in croho 1 geaccrediteerde master voor accountancy. **5.1.2.e** **5.1.2.e** geven aan dat beide masters inhoudelijk gelijk zijn aan elkaar, alleen de taal verschilt. Deze master is nog niet zo lang geleden gestart omdat de markt internationaler wordt.

### 3. Categorisering master programma's

Op de website van Nyenrode zijn onder de categorie 'type opleiding' 'Master' de zes NVAO-geaccrediteerde masters terug te vinden maar ook de diverse programma's.

Uit de beschrijvingen en de namen van deze trajecten blijkt dat studenten voor de programma's geen mastergraad krijgen. De categorisering van deze trajecten onder de categorie 'Master' zou kunnen suggereren dat dit wel het geval is en zou mogelijk kunnen leiden tot misleiding van studenten. In het gesprek is door de inspectie aangegeven dat een andere wijze van categorisering wenselijk is.

Nyenrode zal na het gesprek een geanonimiseerd certificaat met bijbehorende supplement aanleveren van één van de door hen aangeboden MBA's. Indien de certificaten verschillen per type MBA, worden de verschillende certificaten met bijbehorende supplementen aangeleverd. Ook zullen de huidige aantallen ingeschreven MBA-studenten aangeleverd worden.

De inspectie zal op basis van alle informatie beoordelen hoe de wettelijke grondslag van deze MBA's beoordeeld moet worden en zal daarop terug komen bij Nyenrode. Het concept verslag van dit gesprek zal aan Nyenrode verstuurd worden. Daarna volgt een brief met onze bevindingen en mogelijke vervolgacties die we van Nyenrode verwachten. Daarbij bestaat altijd de gelegenheid voor een toelichtend gesprek.

## **Aanvullend verslag van gesprek dd. 20-12-2022**

Op verzoek van Nyenrode is dit overleg gepland. Onderstaande vragen zijn besproken en beantwoord:

- **Zijn alle documenten ontvangen?**  
Ja, de brief en 4 bijlagen zijn ontvangen.
- **Wat is de status van deze gesprekken.**  
De status is dat we in een minnelijk traject zitten. Het doel is het verzamelen van informatie teneinde na weging van de informatie tot een beoordeling te kunnen komen.  
Daarna zijn er een aantal routes die gelopen kunnen worden:

1. Als blijkt dat het in orde is stopt het proces.
2. Het proces kan leiden tot een verzoek tot aanpassing van zaken, waarmee het proces stopt.
3. Het proces kan leiden tot een dringend verzoek tot aanpassing van zaken, waarna bij aanpassing van de gevraagde zaken het proces stopt.
4. Het proces kan leiden tot een onderzoek dat vervolgens kan leiden tot een boeterapport.

Op dit moment zitten we in route 3: we gaan jullie verzoeken om een aantal zaken aan te passen.

De inspectie geeft aan dat indien wordt voldaan aan de kenbaarheidsvereisten, de inspectie niet zal gaan handhaven en het proces stopt.

Dit betreft zowel de informatieverstrekking bij het aantrekken van aspirantstudenten als de informatieverstrekking op de getuigschriften om misleiding van studenten en werkgevers te voorkomen.

Uit voorlichting (website, brochures etc.) en getuigschrift moet blijken dat de verleende Master of Business Administration (MBA) graad/titel een niet-Nederlandse graad is. Dit houdt in dat op het getuigschrift en op alle voorlichtingsinformatie omtrent de opleiding moet staan:

- de naam van de accrediterende organisatie
- aan welk land de accreditatieorganisatie verbonden is. Indien er geen specifiek land benoemd kan worden, mag ook aangegeven worden dat het een Europees of niet-Nederlands accreditatieorgaan is.

Nyenrode geeft aan dat dit prettig is om te horen en zal de gevraagde zaken aanpassen.

Nyenrode wil de voorgenomen aanpassingen medio januari graag voorleggen aan de inspectie, zodat de door de inspectie gewenste wijzigingen definitief doorgevoerd kunnen worden voordat er nieuwe getuigschriften uitgereikt worden.

Daarvoor wordt een moment vastgelegd: 20 januari 2023 om 11.00.

Nyenrode stuurt een Teamsuitnodiging. In het begin van die week worden de aangepaste documenten verstuurd naar de inspectie, zodat zij de voorgenomen wijzigingen kunnen beoordelen.

- De inspectie geeft aan dat het certificaat voor deelname aan een module van de Modular Executive MBA door een werkgever opgevat kan worden als een certificaat voor deelname van de gehele Modular Executive MBA-opleiding. Voor iemand zonder verstand van getuigschriften is het bijvoorbeeld niet duidelijk dat de beschrijving 'Digital Strategy and Transformation' slechts een enkele module betreft. Mogelijk kan in het

licht van de aanpassingen aan de getuigschriften die opgepakt worden, ook de status van dit certificaat verduidelijkt worden.

- **Is de informatie over het Nederlands onderwijsstelsel en andere opleidingen van Nyenrode op het supplement bij het getuigschrift van de MBA's ongewenst?**

De inspectie geeft aan dat het prijzenswaardig is dat Nyenrode proactief het supplement onderwerpt aan een kritische blik en verbeteringen wil doorvoeren. In het kader van misleiding van studenten en/of werkgevers is het verstandig om informatie over andere opleidingen te schrappen uit het supplement.

- **Hoe wordt er omgegaan met in het verleden uitgegeven graden?**

De inspectie geeft aan dat er niet naar in het verleden uitgegeven graden wordt gekeken aangezien er wel een accreditatie ten grondslag lag en ligt aan de verleende graden. Er wordt wel verwacht dat er vanaf dit moment alleen maar graden verleend worden waarbij duidelijk op het getuigschrift staat welk accreditatieorgaan de opleiding heeft geaccrediteerd en welk land (of vertegenwoordiging van een groep van landen, bijvoorbeeld Europees, of niet-Nederland) het accreditatieorgaan (graad) vertegenwoordigt.

- Nyenrode geeft aan dat zij overwegen om voor de MBA een NVAO-accreditatie aan te vragen, maar dat dit meer tijd vergt.

- **Wat is de te hanteren naam: certificaat, diploma of getuigschrift?**

De term diploma of getuigschrift mag gehanteerd worden, zolang duidelijk is voor studenten en/of werkgevers dat de betreffende graad niet Nederlands is.

## **Aanvullend verslag van gesprek dd. 20-01-2023**

Dit overleg is gepland om de wijzigingsvoorstellen van Nyenrode nader te beschouwen. Onderstaande is besproken:

IvhO geeft aan dat het gewijzigde certificaat van een module (onderdeel MBA) heel duidelijk laat zien dat het niet een getuigschrift van een MBA is, maar een certificaat van een module is. Daarmee is dit punt akkoord voor IvhO.

De supplementen zijn gewijzigd en akkoord voor IvhO.

IvhO zal de gevraagde toevoeging met betrekking tot het uitschrijven van MBA in Master of Business Administration in het verslag opnemen.

IvhO heeft een verzoek m.b.t. het getuigschrift: Het verduidelijken van de link tussen accreditatieorganisaties en de verleende graad, zodat duidelijk is dat de

**Datum**  
10 februari 2023

**Onze referentie**  
**5.1.2.e**

graad verleend wordt op grond van de genoemde accreditatie(s) en dus geen Nederlandse graad is.

IvhO zal een aantal voorbeeldzinnen mailen ter inspiratie.

Maandag 23 januari 2023 zal Nyenrode een voorstel sturen, waarna IvhO z.s.m. een reactie zal geven i.v.m. de naderende diploma-uitreiking van Nyenrode.

**Aanvullend verslag m.b.t. aangeleverd voorbeeld getuigschrift door Nyenrode en de beoordeling van de inspectie daarvan. dd. 23-01-2023**

Nyenrode heeft 23 januari – zoals afgesproken – een voorbeeld getuigschrift aan de inspectie voorgelegd. Daarin staat de link tussen accreditatieorganisaties en de verleende graad duidelijk aangegeven door het opnemen van de zin: *These accreditations are the legal basis for granting the degree Master of Business Administration*. De inspectie heeft Nyenrode op 23-2-2023 via een e-mail laten weten dat het getuigschrift van Master of Business Administration met deze toevoeging naar het oordeel van de inspectie voldoet aan de kenbaarheidsvereisten.

From: [REDACTED] 5.1.2.e @nyenrode.nl>  
 Sent Date: Mon Mar 6 15:23:39 2023  
 To: [REDACTED] 5.1.2.e  
 CC: [REDACTED] 5.1.2.e  
 Subject: RE: [EXT]: aanpassing website conform diploma MBA - terugkoppeling inspectie

Beste [REDACTED] 5.1.2.e ,

Dank voor de manier waarop het overleg is gegaan.

Met vriendelijke groet,

[REDACTED] 5.1.2.e

From: [REDACTED] 5.1.2.e @owinsp.nl>  
 Sent: maandag 6 maart 2023 14:55  
 To: [REDACTED] 5.1.2.e @nyenrode.nl>; [REDACTED] 5.1.2.e @nyenrode.nl>; [REDACTED] 5.1.2.e @nyenrode.nl>  
 Cc: [REDACTED] 5.1.2.e @owinsp.nl>  
 Subject: [EXT]: aanpassing website conform diploma MBA - terugkoppeling inspectie

Beste [REDACTED] 5.1.2.e

[REDACTED] 5.1.2.e en ik hebben jullie website bekeken en deze is conform de gemaakte afspraken aangepast. We gaan deze casus nu dus afsluiten. Daar hoeven jullie verder niets meer voor te doen. Graag danken we jullie voor jullie medewerking.

Met vriendelijke groet, ook namens [REDACTED] 5.1.2.e

[REDACTED] 5.1.2.e

[REDACTED] 5.1.2.e

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsstr. 3511 BT Utrecht  
 200  
 Postbus 2730 3500 GS Utrecht  
 M Ob [REDACTED] 5.1.2.e  
 E [REDACTED] 5.1.2.e @owinsp.nl

[REDACTED] 5.1.2.e

Van: [REDACTED] 5.1.2.e @nyenrode.nl>

Verzonden: woensdag 22 februari 2023 13:05

Aan: [REDACTED] 5.1.2.e @owinsp.nl>; [REDACTED] 5.1.2.e @nyenrode.nl>; [REDACTED] 5.1.2.e

5.1.2.e @nyenrode.nl>

CC: 5.1.2.e @owinsp.nl>

Onderwerp: RE: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste 5.1.2.e

Veel dank voor jullie bericht en het bijbehorende verslag.

De website is uiterlijk 1 maart a.s. aangepast en mochten er nog wijzigingen nodig zijn na jullie controle, dan horen we dat uiteraard graag.

Met vriendelijke groet, mede namens 5.1.2.e

5.1.2.e

Nyenrode Business Universiteit – 5.1.2.e  
5.1.2.e



Straatweg 25 - 3621 BG  
Breukelen, The Netherlands

M: +31 6 5.1.2.e  
5.1.2.e @nyenrode.nl  
[www.nyenrode.nl](http://www.nyenrode.nl)

5.1.2.e

Van: 5.1.2.e @owinsp.nl>

Verzonden: vrijdag 10 februari 2023 16:57

Aan: 5.1.2.e @nyenrode.nl>; 5.1.2.e @nyenrode.nl>; 5.1.2.e @nyenrode.nl>

CC: 5.1.2.e @owinsp.nl>

Onderwerp: RE: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste 5.1.2.e

Wij hebben jullie toevoeging overgenomen. Bij deze stuur ik je het definitieve verslag. We zullen formeel nog een controle doen van jullie website rond 1 maart, maar ik ga er vanuit dat we daarna de casus kunnen afsluiten. Dank jullie voor jullie medewerking.

Met vriendelijke groet, mede namens 5.1.2.e  
5.1.2.e

5.1.2.e

Inspecteur hoger onderwijs

Inspectie van het Onderwijs



St. Jacobsstr. 3511 BT Utrecht  
200  
Postbus 2730 3500 GS Utrecht  
M 06 5.1.2.e  
E 5.1.2.e@owinsp.nl

5.1.2.e

**Van:** 5.1.2.e@nyenrode.nl>

**Verzonden:** woensdag 8 februari 2023 12:20

**Aan:** 5.1.2.e@owinsp.nl>; 5.1.2.e@nyenrode.nl>; 5.1.2.e

5.1.2.e@nyenrode.nl>

**CC:** 5.1.2.e@owinsp.nl>

**Onderwerp:** RE: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste 5.1.2.e

Zoals ik vorige week donderdag aangaf, hebben we jullie verslag besproken, evenals jullie verzoek om de website van de MBA op een paar punten aan te passen. Voor dit laatste geldt dat wij hiermee aan de slag zullen gaan en dat het geen probleem is om dit voor 1 maart a.s. te doen.

Ten aanzien van het verslag willen we graag een toevoeging voorstellen op de laatste alinea van pagina 6. Het gaat om de dikgedrukte blauwe tekst hieronder:

Nyenrode heeft 23 januari – zoals afgesproken – een voorbeeld getuigschrift aan de inspectie voorgelegd.

Daarin staat de link tussen accreditatieorganisaties en de verleende graad duidelijk aangegeven door het opnemen van de zin:

These accreditations are the legal basis for granting the degree Master of Business Administration. De inspectie heeft Nyenrode op 23-2-2023 via een e-mail laten weten dat het getuigschrift van Master of Business Administration met deze toevoeging naar het oordeel van de inspectie voldoet aan de kenbaarheidsvereisten.

We vernemen graag of dit mogelijk is.

Tot slot wil ik jullie mede namens 5.1.2.e en 5.1.2.e bedanken voor de prettige communicatie in dit dossier.

Vriendelijke groet,

5.1.2.e

Nyenrode Business Universiteit – 5.1.2.e  
5.1.2.e



Straatweg 25 - 3621 BG  
Breukelen, The Netherlands  
M: +31 6 5.1.2.e

5.1.2.e@nyenrode.nl  
www.nyenrode.nl

5.1.2.e

From: 5.1.2.e @owinsp.nl>

Sent: dinsdag 31 januari 2023 12:08

To: 5.1.2.e @nyenrode.nl>; 5.1.2.e @nyenrode.nl>; 5.1.2.e

5.1.2.e @nyenrode.nl>

Cc: 5.1.2.e @owinsp.nl>

Subject: [EXT]: verslag overleggen 4-11; 20-12 en 20-1, en verzoek tot aanpassing website conform diploma MBA

Beste 5.1.2.e

Bij deze stuur ik jullie het (aangepaste) verslag van het overleg van 4 november, aangevuld met een kort verslag van het overleg van 20 december en 20 januari. Als jullie akkoord zijn met het verslag, maken we het definitief.

Daarnaast verzoeken we jullie om nog een paar kleine aanpassingen te doen op de website. Dit is in lijn met datgene we vragen om op het diploma aan te passen, namelijk het verduidelijken van de link tussen enerzijds de graad MBA en anderzijds de wettelijke grondslag van die graad.

\* Op jullie website staat bij alle MBA's onder de knop 'introductie' de twee accreditatieorganisaties genoemd. Zouden jullie daar ook de landen willen noemen waar de organisaties gevestigd zijn? Zie bijvoorbeeld:

Locatie	Startdatum	Duur
Breukelen	Voorjaar & najaar	3-7 jaar
Wekelijkse studie	Colleges	Talen
6-8 uur (excl. college)	3-2 dagen per module	Engels
Investering	Accreditaties	
€ 6.495 (btw vrij) per module m.v.v. bepaalde modules*	EQUIS, AMBA	

\* Bij alle MBA's, behalve bij de fulltime MBA, staat in de lopende tekst, onder de knop 'introductie' de titel genoemd die met de opleiding behaald kan worden, bijvoorbeeld:

## Wat levert het je op?

Titel: MBA.

Je leert je persoonlijke leiderschapsstijl diepgaand kennen.

Internationale kijk op bedrijfskunde en management.

Je ontwikkelt een visie op de toekomst en jouw rol daarin.

Opleiding met een AMBA- en EQUIS-accreditatie.

Intensieve band met je medestudenten en een sterk netwerk.

Of

Ga voor je MBA-titel met de volledige Executive MBA of volg een of meer modules voor een snelle upgrade van jouw kennis.

Als een titel wordt genoemd, dan moet het ook op de website duidelijk zijn op welke wettelijke grondslag de graad wordt verleend die het voeren van de titel mogelijk maakt. Met andere woorden, deze tekst moet ook voldoen aan de kenbaarheidseisen. Dat betekent dat in dit geval duidelijk moet zijn welke accreditatieorganisatie de grondslag is voor het verlenen van de graad. In het eerste voorbeeld zou bolletje 5 kunnen verschuiven naar bolletje 2 (dus direct onder 'Titel'). Bij 'Opleiding met een AMBA- en EQUIS-accreditatie' kan dan een iets andere formulering opgenomen worden, waaruit blijkt dat deze accreditaties de grondslag vormen op basis waarvan de graad wordt verleend. Bij voorbeeld 2 zou een zin kunnen worden toegevoegd waaruit eveneens blijkt welke accreditaties de grondslag vormen op basis waarvan de graad wordt verleend.

Is het voor jullie mogelijk om deze aanpassingen eind februari doorgevoerd te hebben? Dan kunnen wij een laatste check doen en sluiten dan deze casus af. Mocht meer tijd noodzakelijk zijn, dan horen we dat graag. Ook als er nog onduidelijkheden zijn, horen we dat graag.

Met vriendelijke groet,

5.1.2.e

5.1.2.e

inspecteur hoger onderwijs



Inspectie van het Onderwijs

St. Doornik 1511 81 112000  
300  
P.O. Box 2730 3500 GS Utrecht  
M.O. 5.1.2.e  
E 5.1.2.e Personeel

5.1.2.e



**NYENRODE**  
BUSINESS UNIVERSITEIT

13.

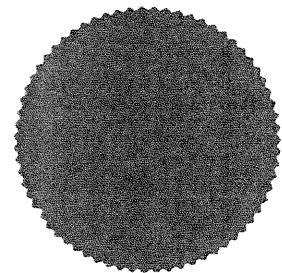
**T** HE RECTOR MAGNIFICUS AND THE CHAIR OF THE  
EXAM COMMITTEE OF THE NYENRODE BUSINESS UNIVERSITEIT  
have conferred upon

XXXXXX

born on .....

the degree of

**MASTER OF BUSINESS ADMINISTRATION**



with all the honors, rights and privileges pertaining thereto.

Given under the seal of the Nyenrode Business Universiteit, Breukelen,  
the Netherlands, on the 2<sup>nd</sup> day of September 2022.

5.1.2e

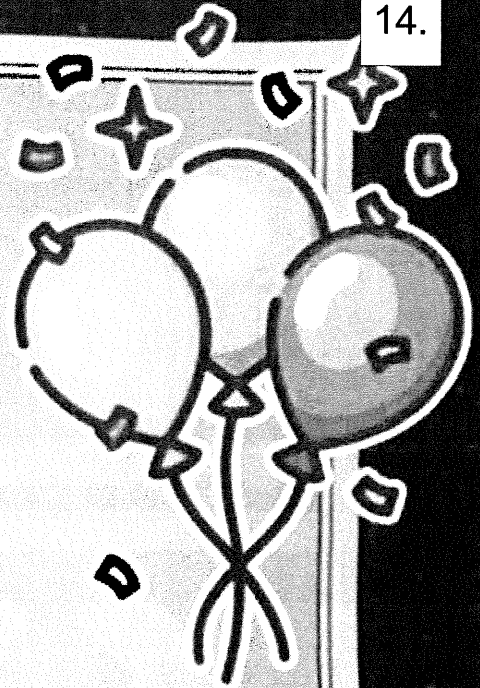
Accreditations:  
AMBA: London, United Kingdom  
EQUIS: Brussels, Belgium

*These accreditations are the legal basis for granting the degree Master of Business Administration.*

5.1.2e



**NYENRODE**  
BUSINESS UNIVERSITEIT



Nyenrode Business Universiteit  
declares that

has successfully participated in the  
**Modular Executive MBA in Business & IT**  
Business Processes and Technology

Breukelen, the Netherlands, 20 January 2020

5.1.2e

5.1.2e



Nyenrode Business Universiteit  
declares that

has successfully participated in the  
**Modular Executive MBA in Food & Innovation**  
Sustainability in Food

Breukelen, the Netherlands, 23 January, 2019

5.1.2e

5.1.2e



**T**HE RECTOR MAGNIFICUS AND THE CHAIR OF  
EXAM COMMITTEE OF THE NYENRODE BUSINESS  
have conferred upon

born on the

the Netherlands

the degree of

**MASTER OF BUSINESS ADMINISTRATION**



with all the honors, rights and privileges pertaining thereto.  
Given under the seal of the Nyenrode Business Universiteit, Breukelen,  
the Netherlands, on the 8<sup>th</sup> day of March 2018.

